Benchmark City Survey - 2012 Data

Section A: City and Department Demographics

Please refer survey questions or comments to Chris Kostelac, Support Services Section Captain Overland Park Police Department, chris.kostelac@opkansas.org or 913-327-6989.

Background

The Benchmark City Survey was originally designed in 1997 by a core group of Police Chiefs from around the country. These Chiefs sought to establish a measurement tool to help ensure their Departments were providing the best service possible within their respective community.

The survey provides a wide range of information about each Department. With that information, the participating agencies can set better goals and objectives, and then compare their performance in the various areas.

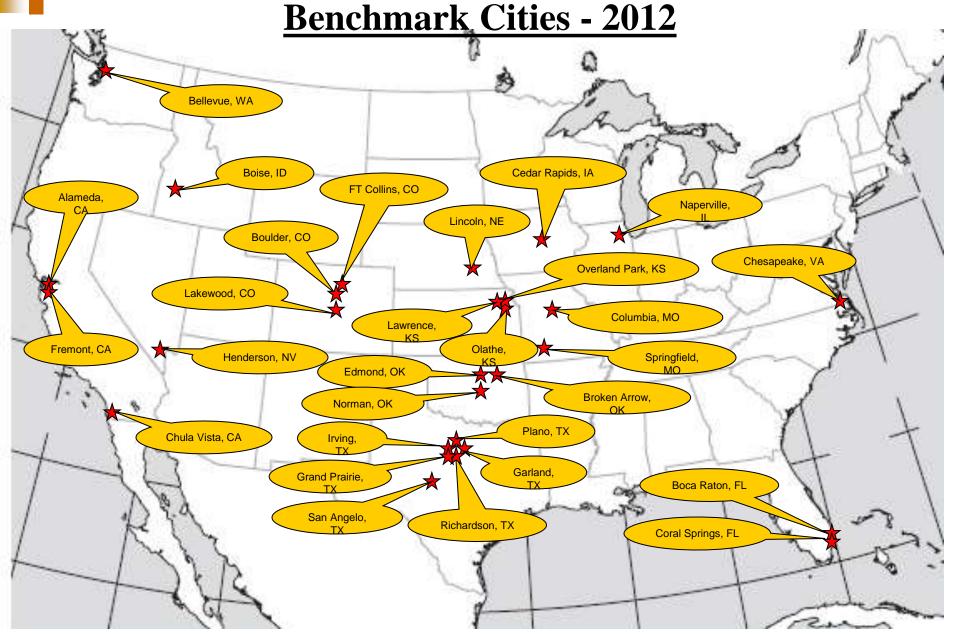
The Overland Park, Kansas Police Department has taken the lead in compiling the survey results, and makes the final Benchmark City Survey Report available to all participants at an annual Chief's Summit hosted by participating agencies on a rotating basis. Broken Arrow, Edmond and Norman, Oklahoma Police Departments hosted this year's Sixteenth Anniversary Chiefs' Summit.

2012 Participating Agencies

Alameda, CA – Michael C. Noonan Bellevue, WA - Linda Pillo Boca Raton, FL - Daniel C. Alexander Boise, ID - Michael F. Masterson Boulder, CO - Mark Beckner Broken Arrow, OK – David Boggs Cedar Rapids, IA – Wayne Jerman Chesapeake, VA - Kevin L. Wright Chula Vista, CA - David Bejarano Columbia, MO – Kenneth M. Burton

Coral Springs, FL – Tony J. Pustizzi
Edmond, OK - Bob A. Ricks
Fort Collins, CO – John Hutto
Fremont, CA – Richard Lucerno
Garland, TX - Mitch Bates
Grand Prairie, TX – Steve Dye
Henderson, NV – Patrick Moers
Irving, TX - Larry Boyd
Lakewood, CO - Kevin Paletta

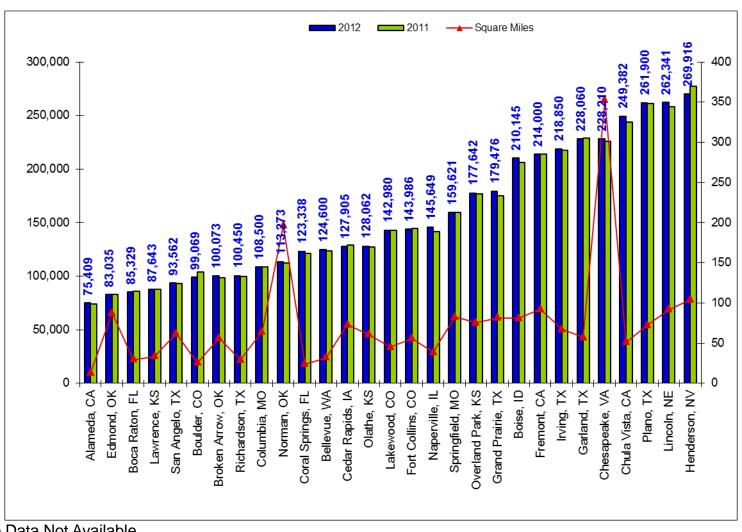
Lawrence, KS - Tarik Khatib
Lincoln, NE – Jim Peschong
Naperville, IL – Robert W. Marshall
Norman, OK – Keith Humphrey
Olathe, KS – Steve Menke
Overland Park, KS - John M. Douglass
Plano, TX - Gregory W. Rushin
Richardson, TX – Jim Spivey
San Angelo, TX - Tim R. Vasquez
Springfield, MO - Paul Williams



Benchmark City Survey - 2012 Data

City Size (Population), 2-Year Comparison

2012 Average Population is 156,635 - 2012 Median Population is 142,980



^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Comparison by City Size (Population), 5-Year Comparison

2012 Average Population is 156,635 - 2012 Median Population is 142,980

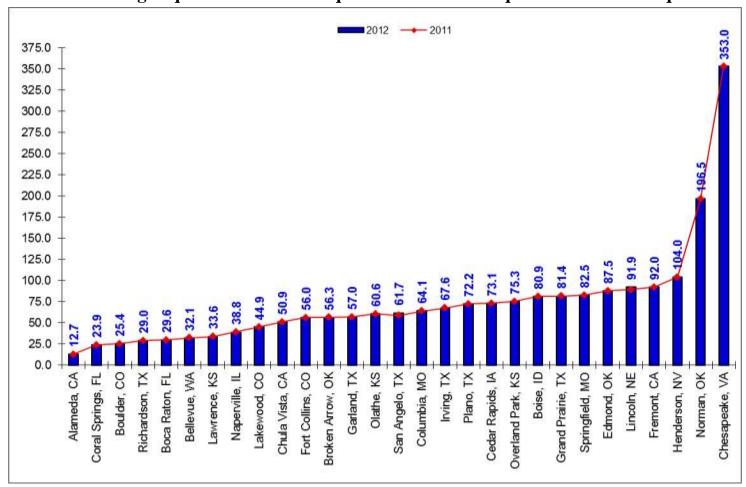
City Name	2012	2011	2010	2009	2008
Alameda, CA	75,409	74,000	76,824	76,824	75,254
Bellevue, WA	124,600	123,400	122,363	120,600	120,246
Boca Raton, FL	85,329	86,032	86,032	85,379	87,500
Boise, ID	210,145	206,470	205,671	215,630	214,490
Boulder, CO	99,069	103,650	103,650	103,650	103,216
Broken Arrow, OK	100,073	98,850	98,850	101,000	101,000
Cedar Rapids, IA	127,905	128,836	126,326	128,056	124,875
Chesapeake, VA	228,210	225,898	223,647	225,255	224,558
Chula Vista, CA	249,382	243,916	237,595	233,108	231,305
Columbia, MO *	108,500	108,500	108,500		
Coral Springs, FL	123,338	121,096	127,359	127,198	128,930
Edmond, OK	83,035	82,826	81,405	80,920	78,608
Fort Collins, CO	143,986	144,875	143,986	138,100	135,300
Fremont, CA	214,000	214,000	215,000	213,000	213,000
Garland, TX	228,060	228,858	226,876	227,230	227,230
Grand Prairie, TX*	179,476	175,396			
Henderson, NV*	269,916	277,502	277,389	276,792	
Irving, TX	218,850	217,762	215,893	215,893	215,893
Lakewood, CO	142,980	142,980	148,300	148,300	149,500
Lawrence, KS *	87,643	87,643	87,643	87,643	
Lincoln, NE	262,341	258,379	257,242	255,147	252,226
Naperville, IL	145,649	141,853	141,853	144,560	141,596
Norman, OK	113,273	112,384	111,000	112,551	108,750
Olathe, KS	128,062	127,211	126,225	125,225	123,378
Overland Park, KS	177,642	177,029	173,377	173,225	173,225
Plano, TX	261,900	261,350	265,000	263,800	260,900
Richardson, TX	100,450	99,870	99,223	99,223	97,450
San Angelo, TX	93,562	93,200	92,147	91,880	90,483
Springfield, MO	159,621	159,498	159,498	157,630	156,304
Average	156,635	155,975	154,960	162,608	159,801
Median	142,980	141,853	133,078	132,115	131,129

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Comparison by City Size (Square Miles), 2-Year Comparison

2012 Average Square Miles is 73.6 sq mi - 2012 Median Square Miles is 61.7 sq mi



Average 58.7 Square Miles without Norman, OK and Chesapeake, VA

Benchmark City Survey - 2012 Data

Comparison by City Size (Square Miles), 5-Year Comparison

2012 Average Square Miles is 73.6 sq mi - 2012 Median Square Miles is 61.7 sq mi

City Name	2012	2011	2010	2009	2008
Alameda, CA	12.7	12.7	12.7	12.7	12.4
Bellevue, WA	32.1	32.1	32.0	32.0	32.0
Boca Raton, FL	29.6	29.6	29.6	29.6	29.6
Boise, ID	80.9	80.9	80.9	79.9	79.4
Boulder, CO	25.4	25.4	25.4	25.4	25.4
Broken Arrow, OK	56.3	56.3	56.3	56.1	56.1
Cedar Rapids, IA	73.1	73.1	73.1	73.1	71.9
Chesapeake, VA	353.0	353.0	353.0	353.0	353.0
Chula Vista, CA	50.9	50.9	50.9	50.9	50.9
Columbia, MO *	64.1	63.8	64		
Coral Springs, FL	23.9	23.9	23.9	23.9	23.9
Edmond, OK	87.5	87.5	87.5	87.5	87.5
Fort Collins, CO	56.0	56.0	55.6	53.8	53.6
Fremont, CA	92.0	92.0	92.0	92.0	92.0
Garland, TX	57.0	57.0	57.0	57.0	57.0
Grand Prairie, TX*	81.4	81.4			
Henderson, NV*	104.0	104.0	104.0	104	
Irving, TX	67.6	67.6	67.6	67.6	67.6
Lakewood, CO	44.9	44.9	44.9	44.9	44.9
Lawrence, KS *	33.6	33.6	28.7	28.7	
Lincoln, NE	91.9	89.1	90.7	90.5	89.1
Naperville, IL	38.8	39.2	39.2	39.9	39.1
Norman, OK	196.5	196.5	196.5	196.5	196.5
Olathe, KS	60.6	60.6	60.5	60.5	60.4
Overland Park, KS	75.3	75.3	75.3	75.3	75.3
Plano, TX	72.2	72.2	72.2	72.2	72.2
Richardson, TX	29.0	29.0	29.0	29.0	27.4
San Angelo, TX	61.7	58.8	58.8	58.8	58.8
Springfield, MO	82.5	82.5	82.5	82.0	80.0
Average	73.6	73.4	73.0	73.2	73.4
Median	61.7	60.6	59.7	58.8	58.8

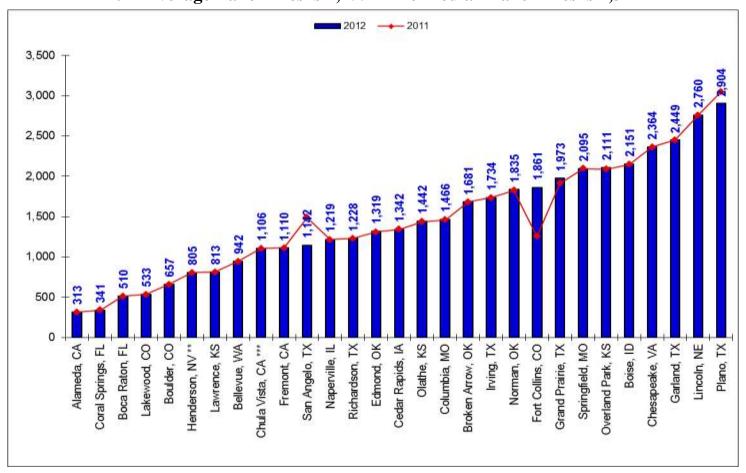
Average 58.7 Square Miles without Norman, OK and Chesapeake, VA

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Comparison by City Size (Lane Miles), 2-Year Comparison

2012 Average Lane Miles is 1,455 – The Median Lane Miles is 1,342



Note: One Lane Mile equals one lane of street pavement one mile in length.

**Henderson calculated as roadway miles, not lane miles

*** Chula Vista's lane miles are estimated

Benchmark City Survey - 2012 Data

Comparison by City Size (Lane Miles), 5-Year Comparison

2012 Average Lane Miles is 1,455 – The Median Lane Miles is 1,342

		· ·			·
City Name	2011	2011	2010	2009	2008
Alameda, CA	313	313	313	313	313
Bellevue, WA	942	942	942	942	942
Boca Raton, FL	510	510	510	510	510
Boise, ID	2,151	2,146	2,019	2,011	2,000
Boulder, CO	657	657	657	657	657
Broken Arrow, OK	1,681	1,681	1,681	1,360	1,360
Cedar Rapids, IA	1,342	1,342	1,342	1,342	1,342
Chesapeake, VA	2,364	2,364	2,364	2,329	2,329
Chula Vista, CA ***	1,106	1,105	1,082	1,070	1,054
Columbia, MO *	1,466	1,460	1,460		
Coral Springs, FL	341	341	341	341	341
Edmond, OK	1,319	1,308	1,328	1,389	1,389
Fort Collins, CO	1,861	1,255	2,142	2,142	1,785
Fremont, CA	1,110	1,110	1,110	1,100	1,100
Garland, TX	2,449	2,449	2,449	2,449	2,449
Grand Prairie, TX*	1,973	1,913			
Henderson, NV **	805	805			
Irving, TX	1,734	1,734	1,734	1,734	1,734
Lakewood, CO	533	533	533	533	533
Lawrence, KS *	813	811	805	805	
Lincoln, NE	2,760	2,756	2,732	2,713	2,677
Naperville, IL	1,219	1,214	1,214	1,201	1,201
Norman, OK	1,835	1,826	1,819	1,916	1,906
Olathe, KS	1,442	1,436	1,430	1,405	1,398
Overland Park, KS	2,111	2,088	2,102	2,087	2,046
Plano, TX	2,904	3,049	3,371	3,371	3,179
Richardson, TX	1,228	1,227	1,218	1,218	1,081
San Angelo, TX	1,142	1,487	1,481	1,050	1,111
Springfield, MO	2,095	2095	2075	1,326	1,070
Average	1,455	1,554	1,402	1,386	1,364
Median	1,342	1,342	1,334	1,272	1,351

Note: One Lane Mile equals one lane of street pavement one mile in length.

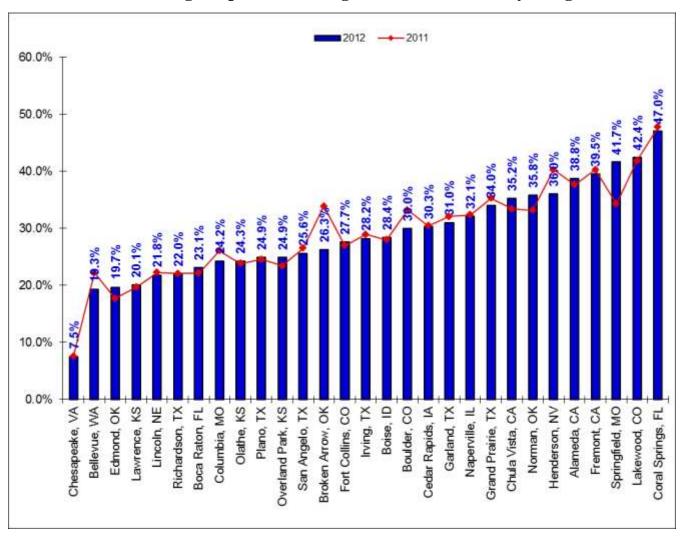
^{**}Henderson calculated as roadway miles, not lane miles.

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Department Budget as a % of City Budget, 2-Year Comparison

2012 Average Department Budget is 29.0% of the City Budget



Benchmark City Survey - 2012 Data

Department Budget as a % of City Budget, 5-Year Comparison

2012 Average Department Budget is 29.0% of the City Budget

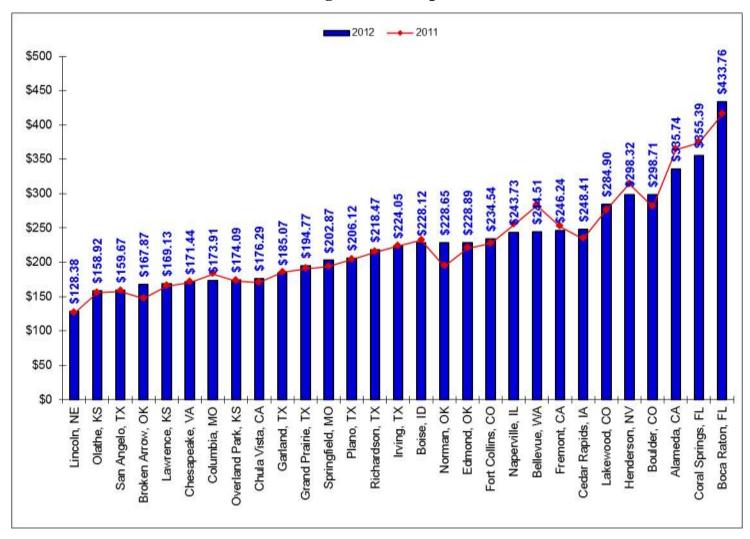
		Police	•				
City Name	City Budget	Budget	2012	2011	2010	2009	2008
Alameda, CA	\$65,305,216	\$25,318,069	38.8%	37.6%	38.0%	37.8%	31.2%
Bellevue, WA*	\$157,564,340	\$30,465,966	19.3%	22.2%	21.9%	23.8%	
Boca Raton, FL	\$160,420,000	\$37,012,100	23.1%	22.2%	21.0%	20.3%	18.9%
Boise, ID	\$168,873,797	\$47,938,339	28.4%	28.0%	27.8%	26.9%	27.2%
Boulder, CO	\$98,703,000	\$29,593,231	30.0%	33.2%	33.7%	33.7%	22.8%
Broken Arrow, OK	\$63,907,950	\$16,799,700	26.3%	33.9%	33.9%	26.9%	34.0%
Cedar Rapids, IA	\$104,906,710	\$31,773,256	30.3%	30.5%	28.2%	28.6%	28.4%
Chesapeake, VA	\$519,136,398	\$39,124,578	7.5%	7.6%	7.3%	8.3%	4.0%
Chula Vista, CA	\$124,839,837	\$43,963,270	35.2%	33.4%	33.1%	33.1%	33.5%
Columbia, MO*	\$77,980,072	\$18,868,760	24.2%	26.1%	25.8%		
Coral Springs, FL	\$93,232,331	\$43,833,358	47.0%	47.7%	46.4%	44.0%	39.4%
Edmond, OK	\$96,546,131	\$19,006,145	19.7%	17.7%	19.0%	16.2%	16.2%
Fort Collins, CO	\$122,133,935	\$33,770,700	27.7%	27.0%	28.6%	29.2%	28.9%
Fremont, CA	\$133,450,000	\$52,695,000	39.5%	40.3%	38.4%	44.0%	43.1%
Garland, TX	\$136,361,880	\$42,207,148	31.0%	32.1%	32.5%	33.1%	32.1%
Grand Prairie, TX*	\$102,765,268	\$34,957,301	34.0%	35.3%			
Henderson, NV*	\$223,580,185	\$80,522,523	36.0%	40.3%	35.1%		
Irving, TX **	\$173,707,087	\$49,032,609	28.2%	29.0%	28.9%	29.4%	24.6%
Lakewood, CO	\$95,998,749	\$40,734,913	42.4%	41.8%	45.9%	42.0%	43.3%
Lawrence, KS *	\$73,882,895	\$14,823,123	20.1%	19.7%	19.6%	20.4%	
Lincoln, NE	\$154,273,310	\$33,678,640	21.8%	22.2%	26.3%	27.3%	26.5%
Naperville, IL	\$110,712,978	\$35,499,023	32.1%	32.4%	31.7%	32.5%	31.3%
Norman, OK	\$72,407,364	\$25,900,376	35.8%	33.1%	27.9%	26.0%	24.5%
Olathe, KS	\$83,855,099	\$20,352,055	24.3%	23.8%	24.2%	25.1%	24.1%
Overland Park, KS	\$124,303,000	\$30,924,932	24.9%	23.4%	21.3%	20.4%	18.2%
Plano, TX**	\$217,032,365	\$53,982,907	24.9%	24.6%	24.3%	24.3%	24.0%
Richardson, TX	\$99,815,248	\$21,945,426	22.0%	22.1%	22.2%	22.2%	21.4%
San Angelo, TX	\$58,275,207	\$14,939,454	25.6%	26.5%	24.9%	23.0%	21.5%
Springfield, MO	\$77,692,000	\$32,382,583	41.7%	39.7%	34.3%	26.2%	24.4%
Average	\$130,746,978	\$34,553,293	29.0%	29.4%	25.1%	19.7%	28.0%
Median	\$104,906,710	\$33,678,640	28.2%	29.0%	26.9%	25.6%	29.7%

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Police Department Budget as \$ Per Citizen, 2-Year Comparison

2012 Average is \$228.31 per Citizen



Benchmark City Survey - 2012 Data

Police Department Budget as \$ Per Citizen, 5-Year Comparison

2012 Average is \$228.31 per Citizen

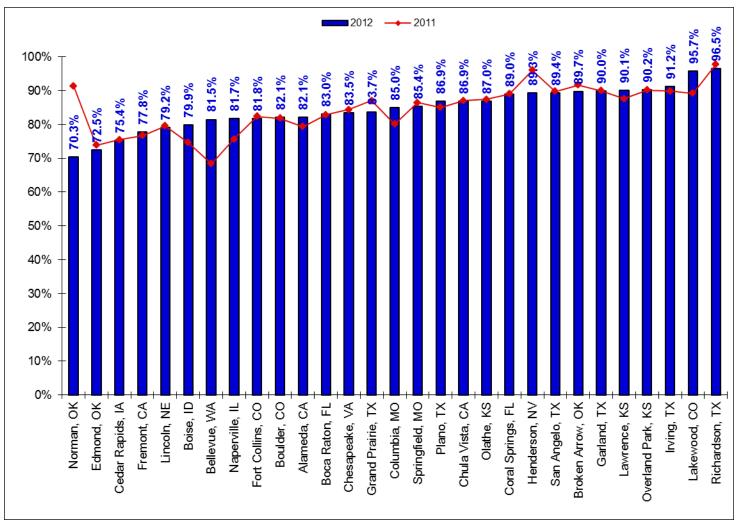
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City Name	Police Budget	City Population	2012	2011	2010	2009	2008
Alameda, CA	\$25,318,069	75,409	\$335.74	\$364.02	\$351.19	\$338.53	\$325.67
Bellevue, WA	\$30,465,966	124,600	\$244.51	\$282.98	\$291.16	\$309.59	\$320.10
Boca Raton, FL	\$37,012,100	85,329	\$433.76	\$415.30	\$411.29	\$399.51	\$343.08
Boise, ID	\$47,938,339	210,145	\$228.12	\$232.13	\$223.43	\$204.98	\$199.81
Boulder, CO	\$29,593,231	99,069	\$298.71	\$280.80	\$271.47	\$269.55	\$259.82
Broken Arrow, OK	\$16,799,700	100,073	\$167.87	\$147.12	\$147.12	\$141.61	\$139.97
Cedar Rapids, IA	\$31,773,256	127,905	\$248.41	\$234.36	\$220.48	\$205.59	\$198.97
Chesapeake, VA	\$39,124,578	228,210	\$171.44	\$170.92	\$170.03	\$186.73	\$171.56
Chula Vista, CA	\$43,963,270	249,382	\$176.29	\$170.64	\$185.53	\$188.89	\$206.01
Columbia, MO *	\$18,868,760	108,500	\$173.91	\$182.87	\$180.95		
Coral Springs, FL	\$43,833,358	123,338	\$355.39	\$374.46	\$334.07	\$309.65	\$282.46
Edmond, OK	\$19,006,145	83,035	\$228.89	\$220.34	\$222.75	\$211.43	\$211.51
Fort Collins, CO	\$33,770,700	143,986	\$234.54	\$227.44	\$199.70	\$219.89	\$229.92
Fremont, CA	\$52,695,000	214,000	\$246.24	\$252.29	\$250.44	\$252.65	\$263.20
Garland, TX	\$42,207,148	228,060	\$185.07	\$185.56	\$192.13	\$191.94	\$188.45
Grand Prairie, TX*	\$34,957,301	179,476	\$194.77	\$190.33			
Henderson, NV *	\$80,522,523	269,916	\$298.32	\$314.14	\$310.60	325	
Irving, TX	\$49,032,609	218,850	\$224.05	\$223.78	\$227.19	\$240.20	\$208.95
Lakewood, CO	\$40,734,913	142,980	\$284.90	\$276.07	\$288.64	\$263.80	\$258.11
Lawrence, KS *	\$14,823,123	87,643	\$169.13	\$165.32	\$162.03	\$151.35	
Lincoln, NE	\$33,678,640	262,341	\$128.38	\$125.93	\$122.93	\$122.56	\$121.36
Naperville, IL	\$35,499,023	145,649	\$243.73	\$254.93	\$253.27	\$254.23	\$257.35
Norman, OK	\$25,900,376	113,273	\$228.65	\$194.26	\$174.17	\$165.19	\$160.55
Olathe, KS	\$20,352,055	128,062	\$158.92	\$155.34	\$167.40	\$171.91	\$175.26
Overland Park, KS	\$30,924,932	177,642	\$174.09	\$172.60	\$176.70	\$182.04	\$179.65
Plano, TX	\$53,982,907	261,900	\$206.12	\$204.06	\$200.84	\$201.76	\$205.51
Richardson, TX	\$21,945,426	100,450	\$218.47	\$214.61	\$210.40	\$206.50	\$206.17
San Angelo, TX	\$14,939,454	93,562	\$159.67	\$157.82	\$148.81	\$143.85	\$133.43
Springfield, MO	\$32,382,583	159,621	\$202.87	\$193.72	\$143.90	\$148.71	\$144.05
Average	\$35,787,339	156,635	\$228.31	\$227.04	\$215.86	\$217.70	\$205.27

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Personnel Costs as a % of Department Budget, 2-Year Comparison

2012 Average Personnel Budget is 84.7% of the Total Budget



^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Personnel Costs as a % of Department Budget, 5-Year Comparison

2012 Average Personnel Budget is 84.7% of the Total Budget

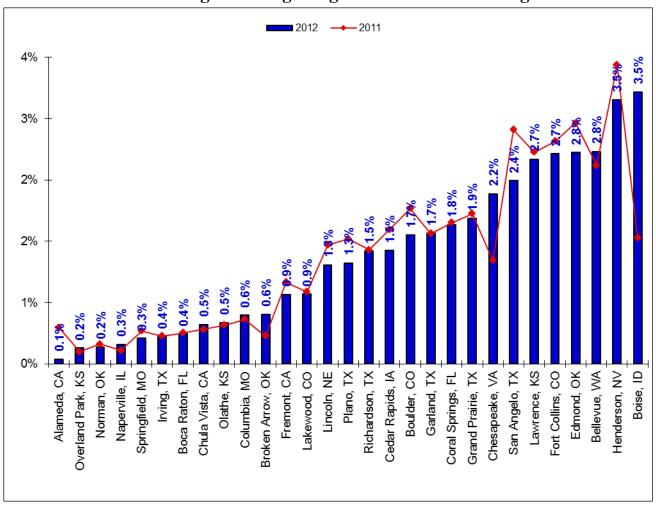
	Department	Personnel	•				
City Name	Budget	Budget	2012	2011	2010	2009	2008
Alameda, CA	\$25,318,069	\$20,798,029	82.1%	79.3%	79.8%	78.2%	87.0%
Bellevue, WA	\$30,465,966	\$24,823,367	81.5%	68.3%	68.1%	70.5%	70.6%
Boca Raton, FL	\$37,012,100	\$30,735,900	83.0%	82.9%	80.8%	79.5%	78.2%
Boise, ID	\$47,938,339	\$38,292,452	79.9%	74.6%	79.0%	81.3%	81.3%
Boulder, CO	\$29,593,231	\$24,303,442	82.1%	81.9%	84.9%	84.9%	88.4%
Broken Arrow, OK	\$16,799,700	\$15,068,400	89.7%	91.6%	91.6%	91.1%	91.1%
Cedar Rapids, IA	\$31,773,256	\$23,944,546	75.4%	75.5%	79.8%	79.8%	80.6%
Chesapeake, VA*	\$39,124,578	\$32,662,815	83.5%	84.4%	85.6%	74.4%	83.4%
Chula Vista, CA	\$43,963,270	\$38,224,482	86.9%	87.0%	87.2%	92.2%	91.7%
Columbia, MO*	\$18,868,760	\$16,039,722	85.0%	80.1%	79.0%		
Coral Springs, FL	\$43,833,358	\$38,991,341	89.0%	89.0%	87.6%	85.8%	86.4%
Edmond, OK	\$19,006,145	\$13,783,677	72.5%	73.9%	71.3%	76.6%	75.1%
Fort Collins, CO	\$33,770,700	\$27,625,797	81.8%	82.4%	85.0%	72.7%	77.9%
Fremont, CA	\$52,695,000	\$40,987,774	77.8%	76.7%	78.9%	79.0%	79.1%
Garland, TX	\$42,207,148	\$37,973,256	90.0%	90.0%	91.0%	90.6%	88.6%
Grand Prairie, TX	\$34,957,301	\$29,268,303	83.7%	87.0%			
Henderson, NV*	\$80,522,523	\$71,921,981	89.3%	96.0%	88.7%		
Irving, TX	\$49,032,609	\$44,701,450	91.2%	89.9%	90.9%	88.3%	98.7%
Lakewood, CO	\$40,734,913	\$38,981,238	95.7%	89.2%	89.0%	94.3%	90.4%
Lawrence, KS *	\$14,823,123	\$13,362,044	90.1%	87.6%	88.4%	87.7%	
Lincoln, NE	\$33,678,640	\$26,667,450	79.2%	79.6%	79.7%	81.2%	81.3%
Naperville, IL	\$35,499,023	\$29,013,577	81.7%	75.6%	80.1%	74.2%	83.7%
Norman, OK	\$25,900,376	\$18,217,092	70.3%	91.3%	73.2%	80.5%	83.5%
Olathe, KS	\$20,352,055	\$17,696,556	87.0%	87.4%	83.5%	82.9%	82.2%
Overland Park, KS	\$30,924,932	\$27,903,320	90.2%	90.1%	90.0%	88.5%	89.7%
Plano, TX	\$53,982,907	\$46,899,046	86.9%	85.0%	87.2%	89.4%	88.1%
Richardson, TX	\$21,945,426	\$21,187,340	96.5%	97.8%	96.6%	96.6%	96.1%
San Angelo, TX	\$14,939,454	\$13,353,175	89.4%	89.7%	89.3%	87.6%	93.5%
Springfield, MO	\$32,382,583	\$27,644,005	85.4%	86.4%	89.2%	88.2%	79.7%
Average	\$34,553,293	\$29,347,296	84.7%	84.5%	83.7%	85.0%	84.3%

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Training Costs as a % of Department Budget, 2-Year Comparison

2012 Average Training Budget is 1.4% of Total Budget



Includes a combination of actual training costs and related staff overhead.

Benchmark City Survey - 2012 Data

Training Costs as a % of Department Budget, 5-Year Comparison

2012 Average Training Budget is 1.4% of Total Budget

City Name	Department	Training	2012	2011	2010	2009	2008
ony manio	Budget	Budget		2011	20.0	2000	2000
Alameda, CA	\$25,318,069	\$15,920	0.1%	0.5%	0.4%	0.4%	0.5%
Bellevue, WA	\$30,465,966	\$845,043	2.8%	2.6%	2.5%	2.1%	3.7%
Boca Raton, FL	\$37,012,100	\$145,300	0.4%	0.4%	0.6%	0.6%	0.8%
Boise, ID	\$47,938,339	\$1,700,982	3.5%	1.6%	1.3%	1.4%	1.5%
Boulder, CO	\$29,593,231	\$497,027	1.7%	2.0%	1.8%	2.0%	1.8%
Broken Arrow, OK	\$16,799,700	\$108,920	0.6%	0.4%	0.4%	0.5%	0.5%
Cedar Rapids, IA	\$31,773,256	\$470,785	1.5%	1.8%	1.6%	1.6%	0.2%
Chesapeake, VA	\$39,124,578	\$869,237	2.2%	1.3%	1.4%	1.4%	1.6%
Chula Vista, CA	\$43,963,270	\$226,921	0.5%	0.5%	0.5%	0.6%	0.9%
Columbia, MO *	\$18,868,760	\$120,279	0.6%	0.6%	0.7%		
Coral Springs, FL	\$43,833,358	\$795,878	1.8%	1.8%	1.9%	1.9%	2.0%
Edmond, OK	\$19,006,145	\$524,844	2.8%	3.1%	3.0%	2.6%	2.7%
Fort Collins, CO	\$33,770,700	\$925,660	2.7%	2.9%	3.3%	1.4%	1.5%
Fremont, CA	\$52,695,000	\$479,000	0.9%	1.1%	1.2%	1.2%	1.2%
Garland, TX	\$42,207,148	\$720,617	1.7%	1.7%	1.8%	1.7%	1.6%
Grand Prairie, TX*	\$34,957,301	\$662,875	1.9%	2.0%			
Henderson, NV*	\$80,522,523	\$2,778,081	3.5%	3.9%	0.2%		
Irving, TX	\$49,032,609	\$176,762	0.4%	0.4%	0.5%	0.5%	0.5%
Lakewood, CO	\$40,734,913	\$371,385	0.9%	0.9%	1.3%	1.1%	1.0%
Lawrence, KS *	\$14,823,123	\$396,120	2.7%	2.8%	2.8%	1.3%	
Lincoln, NE	\$33,678,640	\$435,713	1.3%	1.6%	0.6%	0.6%	0.9%
Naperville, IL	\$35,499,023	\$91,237	0.3%	0.2%	0.2%	0.3%	0.4%
Norman, OK *	\$25,900,376	\$57,875	0.2%	0.3%	0.3%		0.8%
Olathe, KS	\$20,352,055	\$110,000	0.5%	0.6%	0.5%	0.5%	0.5%
Overland Park, KS	\$30,924,932	\$64,408	0.2%	0.2%	0.1%	0.2%	0.6%
Plano, TX	\$53,982,907	\$711,677	1.3%	1.6%	1.4%	1.3%	1.5%
Richardson, TX	\$21,945,426	\$322,753	1.5%	1.5%	1.5%	1.5%	1.7%
San Angelo, TX	\$14,939,454	\$357,177	2.4%	3.1%	2.9%	2.9%	3.2%
Springfield, MO *	\$32,382,583	\$107,665	0.3%	0.4%	0.4%		
Average	\$34,553,293	\$520,350	1.4%	1.4%	1.1%	1.3%	1.3%

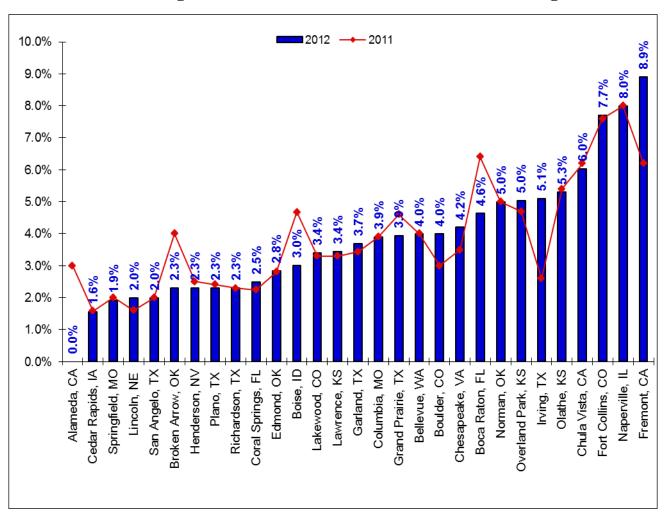
Includes a combination of actual training costs and related staff overhead.

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Overtime Costs as a % Personnel Budget, 2-Year Comparison

2012 Average Overtime Cost is 3.8% of the Personnel Budget



^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Overtime Costs as a % Personnel Budget, 5-Year Comparison

2012 Average Overtime Cost is 3.8% of the Personnel Budget

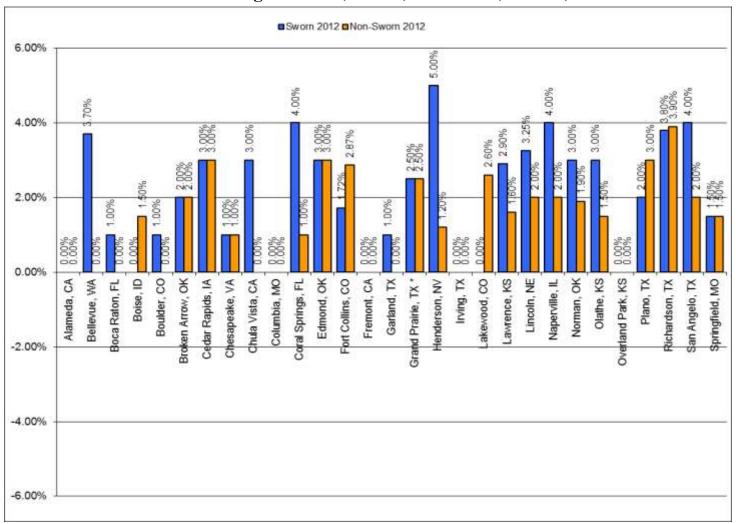
	2010	0044	0040	2000	
City Name	2012	2011	2010	2009	2007
Alameda, CA*	0.0%	3.0%	2.6%	2.8%	
Bellevue, WA*	4.0%	4.0%	4.1%	5.1%	
Boca Raton, FL *	4.6%	6.4%	7.4%	11.6%	
Boise, ID *	3.0%	4.7%	3.6%	4.2%	
Boulder, CO *	4.0%	3.0%	2.7%	2.9%	
Broken Arrow, OK *	2.3%	4.0%	4.0%	4.0%	
Cedar Rapids, IA*	1.6%	1.6%	1.1%	1.0%	
Chesapeake, VA*	4.2%	3.5%	3.4%	4.7%	
Chula Vista, CA*	6.0%	6.2%	5.9%	5.8%	
Columbia, MO *	3.9%	3.9%	6.0%		
Coral Springs, FL *	2.5%	2.2%	2.5%	3.1%	
Edmond, OK *	2.8%	2.8%	2.9%	2.8%	
Fort Collins, CO *	7.7%	7.6%	6.8%	7.2%	
Fremont, CA*	8.9%	6.2%	8.8%	8.8%	
Garland, TX*	3.7%	3.4%	3.6%	3.6%	
Grand Prairie, TX*	3.9%	4.6%			
Henderson, NV*	2.3%	2.5%	2.0%	1.5%	
Irving, TX *	5.1%	2.6%	5.7%	5.7%	
Lakewood, CO *	3.4%	3.3%	3.5%	3.6%	
Lawrence, KS *	3.4%	3.3%	3.4%	3.5%	
Lincoln, NE *	2.0%	1.6%		2.0%	
Naperville, IL *	8.0%	8.0%	8.0%	10.0%	
Norman, OK *	5.0%	5.0%	4.9%	5.0%	
Olathe, KS *	5.3%	5.4%	5.4%	7.7%	
Overland Park, KS *	5.0%	4.7%	5.0%	4.8%	
Plano, TX*	2.3%	2.4%	2.2%		
Richardson, TX*	2.3%	2.3%	2.5%	2.6%	
San Angelo, TX*	2.0%	2.0%	4.0%	4.0%	
Springfield, MO *	1.9%	2.0%	2.0%	1.8%	
Average	3.8%	3.9%	4.2%	4.6%	

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Average Salary Increase (Decrease) for 2012

2012 Average is 2.1% (Officer) and 1.4% (Civilian)



^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Average Salary Increase (Decrease) for 2012

2012 Average is 2.1% (Officer) and 1.4% (Civilian)

- N	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn
City Name	2012	2012	2011	2011	2010	2010
Alameda, CA	0.00%	0.00%	0.0%	0.0%	0.0%	0.0%
Bellevue, WA	3.70%	0.00%	0.0%	0.0%	0.0%	0.0%
Boca Raton, FL	1.00%	0.00%	4.8%	0.0%	3.7%	2.8%
Boise, ID	0.00%	1.50%	0.0%	0.0%	0.0%	1.5%
Boulder, CO	1.00%	0.00%	3.5%	0.0%	2.0%	1.5%
Broken Arrow, OK	2.00%	2.00%	2.0%	2.0%	2.0%	4.0%
Cedar Rapids, IA	3.00%	3.00%	2.5%	2.5%	2.0%	2.0%
Chesapeake, VA	1.00%	1.00%	1.5%	1.6%	0.0%	0.0%
Chula Vista, CA	3.00%	0.00%	2.0%	0.0%	1.0%	0.0%
Columbia, MO	N/A	N/A	0.0%	0.0%	0.0%	0.0%
Coral Springs, FL	4.00%	1.00%	4.0%	1.0%	4.0%	1.0%
Edmond, OK	3.00%	3.00%	2.5%	0.0%	0.0%	0.0%
Fort Collins, CO	1.72%	2.87%	0.0%	0.0%	0.0%	0.0%
Fremont, CA	0.00%	0.00%	-5.3%	-5.3%	0.0%	-2.3%
Garland, TX	1.00%	0.00%	0.0%	0.0%	1.2%	1.2%
Grand Prairie, TX *	2.50%	2.50%	3.0%	3.0%		
Henderson, NV	5.00%	1.20%	5.0%	5.0%	5.0%	5.0%
Irving, TX	0.00%	0.00%	4.0%	2.5%	4.0%	2.5%
Lakewood, CO	0.00%	2.60%	2.0%	1.7%	3.0%	1.7%
Lawrence, KS	2.90%	1.60%	3.5%	1.4%	0.3%	1.0%
Lincoln, NE	3.25%	2.00%	0.8%	1.8%	1.0%	1.3%
Naperville, IL	4.00%	2.00%	3.0%	2.0%	3.0%	0.0%
Norman, OK	3.00%	1.90%	3.0%	3.0%	0.0%	0.0%
Olathe, KS	3.00%	1.50%	0.0%	0.0%	4.5%	1.8%
Overland Park, KS	0.00%	0.00%	0.0%	0.0%	0.0%	0.0%
Plano, TX	2.00%	3.00%	2.0%	2.0%	0.0%	0.0%
Richardson, TX	3.80%	3.90%	3.5%	3.6%	2.5%	2.6%
San Angelo, TX	4.00%	2.00%	4.0%	3.0%	0.0%	0.0%
Springfield, MO	1.50%	1.50%	2.0%	3.2%	0.0%	0.0%
Average	2.1%	1.4%	1.8%	1.2%	1.4%	1.0%

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Layoffs

No Benchmark City Agencies experienced employee layoffs in 2012

Employee Layoffs									
		2012		2011	2010				
City Name	Sworn	Non-Sworn	Sworn	Non-Sworn	Sworn	Non-Sworn			
Alameda, CA	0.0	0.0	0.0	0.0	0.0	0.0			
Bellevue, WA	0.0	0.0	0.0	0.0	0.0	2.0			
Boca Raton, FL	0.0	0.0	0.0	0.0	0.0	0.0			
Boise, ID	0.0	0.0	0.0	0.0	0.0	0.0			
Boulder, CO	0.0	0.0	0.0	0.0	0.0	0.0			
Broken Arrow, OK	0.0	0.0	0.0	0.0	0.0	0.0			
Cedar Rapids, IA	0.0	0.0	0.0	0.0	0.0	0.0			
Chesapeake, VA	0.0	0.0	0.0	0.0	0.0	2.0			
Chula Vista, CA	0.0	0.0	0.0	1.0	0.0	0.0			
Columbia, MO	0.0	0.0	0.0	0.0	0.0	0.0			
Coral Springs, FL	0.0	0.0	0.0	0.0	0.0	0.0			
Edmond, OK	0.0	0.0	0.0	0.0	0.0	0.0			
Fort Collins, CO	0.0	0.0	0.0	0.0	0.0	0.0			
Fremont, CA	0.0	0.0	0.0	0.0	0.0	0.0			
Garland, TX	0.0	0.0	0.0	0.0	1.0	0.0			
Grand Prairie, TX*	0.0	0.0	0.0	0.0					
Henderson, NV	0.0	0.0	55.0	0.0	45.0	1.0			
Irving, TX	0.0	0.0	0.0	0.0	0.0	0.0			
Lakewood, CO	0.0	0.0	0.0	0.0	0.0	0.0			
Lawrence, KS	0.0	0.0	0.0	0.0	0.0	0.0			
Lincoln, NE	0.0	0.0	0.0	0.0	0.0	6.5			
Naperville, IL	0.0	0.0	0.0	0.0	8.0	1.0			
Norman, OK	0.0	0.0	0.0	0.0	0.0	0.0			
Olathe, KS	0.0	0.0	0.0	0.0	0.0	0.0			
Overland Park, KS	0.0	0.0	0.0	0.0	1.0	1.0			
Plano, TX	0.0	0.0	0.0	0.0	0.0	0.0			
Richardson, TX	0.0	0.0	0.0	0.0	0.0	0.0			
San Angelo, TX	0.0	0.0	0.0	0.0	0.0	0.0			
Springfield, MO	0.0	0.0	0.0	4.5	0.0	4.5			

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Unionization

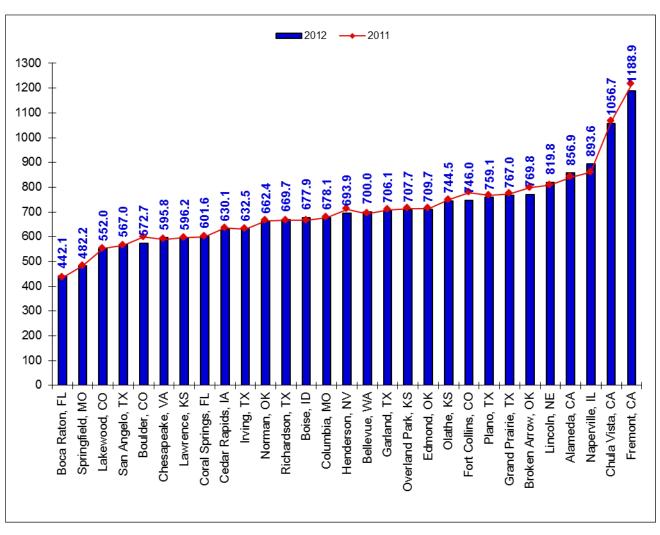
69.0% of the Benchmark City Agencies are Unionized

Unionization							
City Name	Commissioned Officers Unionized						
Alameda, CA	Yes						
Bellevue, WA	Yes						
Boca Raton, FL	Yes						
Boise, ID	Yes						
Boulder, CO	Yes						
Broken Arrow, OK	Yes						
Cedar Rapids, IA	Yes						
Chesapeake, VA	No						
Chula Vista, CA	Yes						
Columbia, MO	No						
Coral Springs, FL	Yes						
Edmond, OK	Yes						
Fort Collins, CO	Yes						
Fremont, CA	Yes						
Garland, TX	No						
Grand Prairie, TX	No						
Henderson, NV	Yes						
Irving, TX	No						
Lakewood, CO	No						
Lawrence, KS	Yes						
Lincoln, NE	Yes						
Naperville, IL	Yes						
Norman, OK	Yes						
Olathe, KS	No						
Overland Park, KS	No						
Plano, TX	No						
Richardson, TX	No						
San Angelo, TX	Yes						
Springfield, MO	Yes						

Benchmark City Survey - 2012 Data

Number of Citizens Per Officer, 2-Year Comparison

2012 Average is 706.2 Citizens per Officer



Benchmark City Survey - 2012 Data

Number of Citizens Per Officer, 5-Year Comparison

2012 Average is 706.2 Citizens per Officer

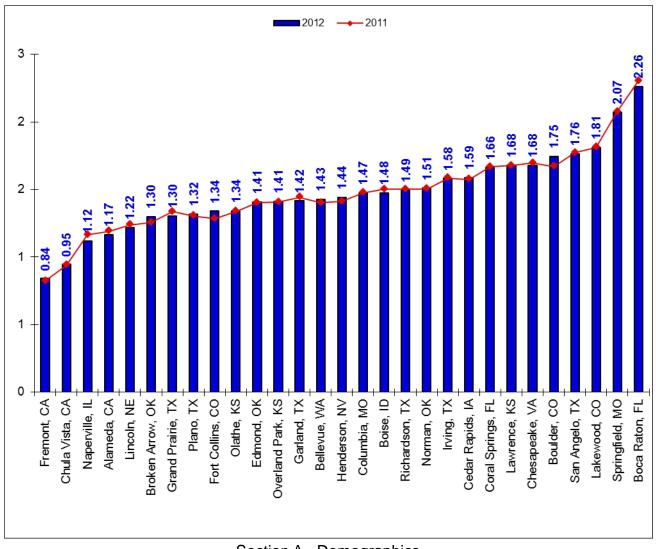
	T .			· •		I	T
City Name	City Population	Authorized Officer Strength	2012	2011	2010	2009	2008
Alameda, CA	75,409	88	856.9	840.9	835.0	835.0	760.1
Bellevue, WA	124,600	178	700.0	693.3	679.8	666.3	664.3
Boca Raton, FL	85,329	193	442.1	434.5	434.5	431.2	470.4
Boise, ID	210,145	310	677.9	666.0	663.5	663.5	660.0
Boulder, CO	99,069	173	572.7	599.1	606.1	606.1	603.6
Broken Arrow, OK	100,073	130	769.8	797.2	797.2	821.1	814.5
Cedar Rapids, IA	127,905	203	630.1	634.7	625.4	627.7	624.4
Chesapeake, VA	228,210	383	595.8	589.8	583.9	582.1	574.3
Chula Vista, CA	249,382	236	1056.7	1065.1	990.0	971.3	951.9
Columbia, MO *	108,500	160	678.1	678.1	678.1		
Coral Springs, FL	123,338	205	601.6	599.5	630.5	629.7	638.3
Edmond, OK	83,035	117	709.7	714.0	701.8	697.6	677.7
Fort Collins, CO	143,986	193	746.0	778.9	847.0	812.4	795.9
Fremont, CA	214,000	180	1188.9	1,215.9	1,174.9	1,151.4	1,086.7
Garland, TX	228,060	323	706.1	708.5	702.4	701.3	701.3
Grand Prairie, TX*	179,476	234	767.0	772.7			
Henderson, NV*	269,916	389	693.9	711.5	709.4	708	
Irving, TX	218,850	346	632.5	631.2	625.8	625.8	627.6
Lakewood, CO	142,980	259	552.0	552.0	574.8	577.0	586.3
Lawrence, KS *	87,643	147	596.2	596.2	617.2	671.4	
Lincoln, NE	262,341	320	819.8	807.4	801.4	804.9	795.7
Naperville, IL	145,649	163	893.6	859.7	849.4	831.8	769.6
Norman, OK	113,273	171	662.4	665.0	672.7	716.9	739.8
Olathe, KS	128,062	172	744.5	748.3	738.2	732.3	721.5
Overland Park, KS	177,642	251	707.7	713.8	685.3	671.4	666.3
Plano, TX	261,900	345	759.1	766.4	777.1	773.6	751.9
Richardson, TX	100,450	150	669.7	665.8	661.5	664.7	654.0
San Angelo, TX	93,562	165	567.0	564.8	579.5	577.9	569.1
Springfield, MO	159,621	331	482.2	481.9	489.3	517.7	517.0
Average	156,635	225	706.2	708.7	698.0	704.1	696.3

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Number of Officers Per 1,000 Citizens, 2-Year Comparison

2012 Average is 1.48 Officers per 1,000 Citizens



Benchmark City Survey - 2012 Data

Number of Officers Per 1,000 Citizens, 5-Year Comparison

2012 Average is 1.48 Officers per 1,000 Citizens

				_			
City Name	City Population	Authorized Officer Strength	2012	2011	2010	2009	2008
Alameda, CA	75,409	88	1.17	1.19	1.20	1.20	1.32
Bellevue, WA	124,600	178	1.43	1.44	1.47	1.50	1.51
Boca Raton, FL	85,329	193	2.26	2.30	2.30	2.32	2.13
Boise, ID	210,145	310	1.48	1.50	1.51	1.51	1.52
Boulder, CO	99,069	173	1.75	1.67	1.65	1.65	1.66
Broken Arrow, OK	100,073	130	1.30	1.25	1.25	1.22	1.23
Cedar Rapids, IA	127,905	203	1.59	1.58	1.60	1.59	1.60
Chesapeake, VA	228,210	383	1.68	1.70	1.71	1.72	1.74
Chula Vista, CA	249,382	236	0.95	0.94	1.01	1.03	1.05
Columbia, MO *	108,500	160	1.47	1.47	1.47		
Coral Springs, FL	123,338	205	1.66	1.67	1.59	1.59	1.57
Edmond, OK	83,035	117	1.41	1.40	1.42	1.43	1.48
Fort Collins, CO	143,986	193	1.34	1.28	1.18	1.23	1.26
Fremont, CA	214,000	180	0.84	0.82	0.85	0.87	0.92
Garland, TX	228,060	323	1.42	1.41	1.42	1.43	1.43
Grand Prairie, TX*	179,476	234	1.30	1.33			
Henderson, NV*	269,916	389	1.44	1.41	1.41		
Irving, TX	218,850	346	1.58	1.58	1.60	1.60	1.59
Lakewood, CO	142,980	259	1.81	1.81	1.74	1.73	1.71
Lawrence, KS *	87,643	147	1.68	1.68	1.62	1.53	
Lincoln, NE	262,341	320	1.22	1.24	1.25	1.24	1.26
Naperville, IL	145,649	163	1.12	1.16	1.18	1.20	1.30
Norman, OK	113,273	171	1.51	1.50	1.49	1.39	1.35
Olathe, KS	128,062	172	1.34	1.34	1.35	1.37	1.39
Overland Park, KS	177,642	251	1.41	1.40	1.46	1.49	1.50
Plano, TX	261,900	345	1.32	1.30	1.29	1.29	1.33
Richardson, TX	100,450	150	1.49	1.50	1.51	1.50	1.53
San Angelo, TX	93,562	165	1.76	1.77	1.73	1.73	1.76
Springfield, MO	159,621	331	2.07	2.08	2.04	1.93	1.93
Average	156,635	225	1.48	1.47	1.43	1.45	1.44

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Command Structure

City Name	Total Authorized Officers	(Chief ar	ve Level nd 2 steps low)	(Ranks below the 1 step ab	Level 3 steps e Chief to bove First pervisor)		Line rvisor	(All rani First	Line Officer All ranks below First Line Supervisor)	
Alameda, CA	88	8	9.1%	0	0.0%	15	17.0%	65	73.9%	
Bellevue, WA	178	6	3.4%	8	4.5%	22	12.4%	142	79.8%	
Boca Raton, FL	193	8	4.1%	6	3.1%	24	12.4%	155	80.3%	
Boise, ID	310	7	2.3%	12	3.9%	28	9.0%	263	84.8%	
Boulder, CO	173	8	4.6%	0	0.0%	24	13.9%	141	81.5%	
Broken Arrow, OK	130	5	3.8%	7	5.4%	17	13.1%	101	77.7%	
Cedar Rapids, IA	203	5	2.5%	13	6.4%	27	13.3%	158	77.8%	
Chesapeake, VA	383	5	1.3%	34	8.9%	37	9.7%	307	80.2%	
Chula Vista, CA	236	4	1.7%	9	3.8%	25	10.6%	198	83.9%	
Columbia, MO	160	5	3.1%	6	3.8%	18	11.3%	131	81.9%	
Coral Springs, FL	205	7	3.4%	4	2.0%	23	11.2%	171	83.4%	
Edmond, OK	117	6	5.1%	5	4.3%	13	11.1%	94	80.3%	
Fort Collins, CO	193	13	6.7%	0	0.0%	23	11.9%	157	81.3%	
Fremont, CA	180	11	6.1%	0	0.0%	29	16.1%	140	77.8%	
Garland, TX	323	13	4.0%	0	0.0%	36	11.1%	274	84.8%	
Grand Prairie, TX	234	4	1.7%	8	3.4%	23	9.8%	199	85.0%	
Henderson, NV	389	9	2.3%	17	4.4%	35	9.0%	328	84.3%	
Irving, TX	346	10	2.9%	17	4.9%	40	11.6%	279	80.6%	
Lakewood, CO	259	4	1.5%	9	3.5%	36	13.9%	210	81.1%	
Lawrence, KS	147	7	4.8%	0	0.0%	15	10.2%	125	85.0%	
Lincoln, NE	320	18	5.6%	0	0.0%	51	15.9%	251	78.4%	
Naperville, IL	163	3	1.8%	7	4.3%	25	15.3%	131	80.4%	
Norman, OK	171	4	2.3%	7	4.1%	17	9.9%	143	83.6%	
Olathe, KS	172	10	5.8%	0	0.0%	21	12.2%	141	82.0%	
Overland Park, KS	251	8	3.2%	14	5.6%	29	11.6%	200	79.7%	
Plano, TX	345	6	1.7%	13	3.8%	38	11.0%	288	83.5%	
Richardson, TX	150	6	4.0%	6	4.0%	18	12.0%	120	80.0%	
San Angelo, TX	165	4	2.4%	7	4.2%	27	16.4%	127	77.0%	
Springfield, MO	331	5	1.5%	12	3.6%	31	9.4%	283	85.5%	
Average	225	7	3.6%	8	3.2%	26	12.1%	184	81.2%	

Benchmark City Survey - 2012 Data

Officer Assignments

City Name	Total Authorized Strength	% of Total Authorized Strength	Command Staff (Division Commanders and above)	Communications	Crime Analysis	Personnel	Professional Standards Internal Affairs Unit	Property Room	Police Records	Training	All Other
Alameda, CA	11 of 88	12.5%	8	0	0	2	1	0	0	0	0
Bellevue, WA	17 of 178	9.6%	6	0	1	2	2	0	0	3	3
Boca Raton, FL	15 of 193	7.8%	8	0	0	1	3	0	0	3	0
Boise, ID	11 of 310	3.5%	7	0	0	0	0	0	0	2	2
Boulder, CO	10 of 173	5.8%	8	0	0	0	1	0	0	1	0
Broken Arrow, OK	15 of 130	11.5%	5	1	0	2	2	0	0	4	1
Cedar Rapids, IA	23 of 203	11.3%	4	0	0	0	1	1	0	1	16
Chesapeake, VA	45 of 383	11.7%	14	2	0	2	4	3	1	6	13
Chula Vista, CA	8 of 236	3.4%	4	1	0	1	2	0	0	0	0
Columbia, MO	24 of 160	15.0%	11	2	0	2	2	0	1	1	5
Coral Springs, FL	11 of 205	5.4%	7	0	0	0	1	0	0	3	0
Edmond, OK	13 of 117	11.1%	6	0	1	0	1	0	0	2	3
Fort Collins, CO	11 of 193	5.7%	5	0	0	4	1	0	0	0	1
Fremont, CA	16 of 180	8.9%	3	0	1	2	2	1	0	1	6
Garland, TX	30 of 323	9.3%	13	0	0	2	2	0	0	5	8
Grand Prairie, TX	12 of 234	5.1%	4	0	0	2	1	0	0	4	1
Henderson, NV	88 of 389	22.6%	3	0	0	5	5	0	0	73	2
Irving, TX	46 of 346	13.3%	10	1	0	5	2	0	0	5	23
Lakewood, CO	9 of 259	3.5%	4	0	0	0	3	0	0	2	0
Lawrence, KS	18 of 147	12.2%	7	0	0	0	1	2	0	3	5
Lincoln, NE	30 of 320	9.4%	18	0	0	1	1	0	0	6	4
Naperville, IL	9 of 164	5.5%	3	0	0	0	3	0	0	3	0
Norman, OK	15 of 171	8.8%	11	0	1	0	1	0	0	2	0
Olathe, KS	13 of 172	7.6%	6	0	0	3	2	0	0	2	0
Overland Park, KS	24 of 251	9.6%	8	1	1	5	5	0	0	4	0
Plano, TX	28 of 345	8.1%	6	0	0	0	5	0	0	3	14
Richardson, TX	9 of 150	6.0%	6	0	0	0	2	0	0	0	1
San Angelo, TX	17 of 165	10.3%	4	2	0	2	1	1	1	3	3
Springfield, MO	38 of 331	11.5%	5	0	2	2	3	0	0	9	17
Average	22 of 225	9.5%	7.0	0.3	0.2	1.6	2.1	0.3	0.1	5.2	4.4

Benchmark City Survey - 2012 Data

Officer Assignments

City Name	Total Authorized Strength	% of Total Authorized Strength	Community Oriented Policing	Emergency Response Units	Intelligence	Investigations	K-9 Unit	Patrol	Traffic
Alameda, CA	75 of 88	85.2%	1	0	0	13	1	55	5
Bellevue, WA	147 of 178	82.6%	10	0	1	22	4	90	20
Boca Raton, FL	172 of 193	89.1%	0	0	8	22	3	121	18
Boise, ID	266 of 310	85.8%	15	0	6	32	11	187	15
Boulder, CO	148 of 173	85.5%	0	0	1	19	0	113	15
Broken Arrow, OK	103 of 130	79.2%	0	0	0	13	4	76	10
Cedar Rapids, IA	156 of 203	76.8%	0	0	1	28	7	112	8
Chesapeake, VA	306 of 383	79.9%	0	0	5	36	9	243	13
Chula Vista, CA	191 of 236	80.9%	10	0	3	23	5	138	12
Columbia, MO	127 of 160	79.4%	1	1	0	20	1	94	10
Coral Springs, FL	163 of 205	79.5%	10	0	9	24	5	105	10
Edmond, OK	91 of 117	77.8%	0	0	0	13	4	65	9
Fort Collins, CO	163 of 193	84.5%	9	1	0	40	4	102	7
Fremont, CA	146 of 180	81.1%	0	0	1	25	4	102	14
Garland, TX	262 of 323	81.1%	31	0	6	43	2	161	19
Grand Prairie, TX	162 of 234	69.2%	3	4	3	25	3	112	12
Henderson, NV	288 of 389	74.0%	8	11	0	52	6	189	22
Irving, TX	247 of 346	71.4%	4	13	1	46	2	162	19
Lakewood, CO	226 of 259	87.3%	0	0	3	51	3	155	14
Lawrence, KS	120 of 147	81.6%	2	0	0	19	0	95	4
Lincoln, NE	264 of 320	82.5%	0	0	0	38	5	212	9
Naperville, IL	133 of 164	81.1%	0	0	3	24	2	95	9
Norman, OK	143 of 171	83.6%	2	0	0	25	3	107	6
Olathe, KS	142 of 172	82.6%	0	0	0	16	3	109	14
Overland Park, KS	193 of 251	76.9%	6	24	0	40	3	107	13
Plano, TX	288 of 345	83.5%	18	0	6	53	3	183	25
Richardson, TX	122 of 150	81.3%	0	0	0	29	2	85	6
San Angelo, TX	144 of 165	87.3%	5	0	0	25	4	104	6
Springfield, MO	274 of 331	82.8%	8	7	0	52	6	182	19
Average	181 of 225	80.8%	4.9	2.1	2.0	29.9	3.8	126.2	12.5

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Benchmark City Survey - 2012 Data

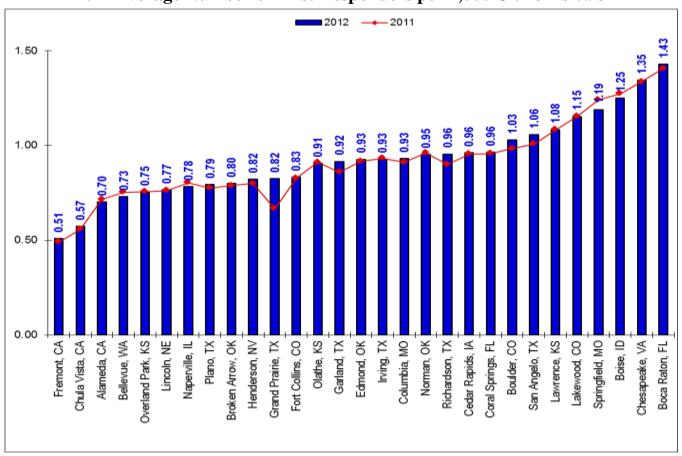
Officer Assignments

City Name	Total Authorized Strength	% of Total Authorized Strength	Crime Prevention	DARE or Equivalent Program	Evidence Technician Crime Lab	Narcotics	School Resource Officers	Task Force
Alameda, CA	2 of 88	2.3%	0	0	0	0	2	0
Bellevue, WA	14 of 178	7.9%	2	0	0	6	6	0
Boca Raton, FL	6 of 193	3.1%	6	0	0	0	0	0
Boise, ID	33 of 310	10.6%	0	0	0	9	23	1
Boulder, CO	13 of 173	7.5%	3	0	1	0	5	4
Broken Arrow, OK	12 of 130	9.2%	0	0	2	5	4	1
Cedar Rapids, IA	24 of 203	11.8%	3	0	5	7	3	6
Chesapeake, VA	32 of 383	8.4%	3	0	2	15	11	1
Chula Vista, CA	37 of 236	15.7%	0	0	0	5	10	22
Columbia, MO	9 of 160	5.6%	0	0	0	4	4	1
Coral Springs, FL	31 of 205	15.1%	0	0	0	9	17	5
Edmond, OK	13 of 117	11.1%	1	0	1	2	6	3
Fort Collins, CO	19 of 193	9.8%	0	0	0	0	11	8
Fremont, CA	18 of 180	10.0%	0	0	6	0	7	5
Garland, TX	31 of 323	9.6%	0	0	0	1	25	5
Grand Prairie, TX	25 of 234	10.7%	1	0	0	9	14	1
Henderson, NV	13 of 389	3.3%	0	2	1	8	0	2
Irving, TX	53 of 346	15.3%	6	0	6	17	23	1
Lakewood, CO	24 of 259	9.3%	6	0	0	0	7	11
Lawrence, KS	9 of 147	6.1%	0	0	0	3	4	2
Lincoln, NE	26 of 320	8.1%	2	0	1	16	6	1
Naperville, IL	23 of 164	14.0%	0	0	1	12	8	2
Norman, OK	13 of 171	7.6%	1	0	1	11	0	0
Olathe, KS	17 of 172	9.9%	0	0	1	3	11	2
Overland Park, KS	34 of 251	13.5%	1	0	2	4	22	5
Plano, TX	29 of 345	8.4%	4	0	0	10	11	4
Richardson, TX	19 of 150	12.7%	6	0	0	0	10	3
San Angelo, TX	10 of 165	6.1%	2	2	0	6	0	0
Springfield, MO	19 of 331	5.7%	2	0	1	11	0	5
Average	21 of 225	9.3%	1.7	0.1	1.1	6.0	8.6	3.5

Benchmark City Survey - 2012 Data

Number of First Responders Per 1,000 Citizens, 2-Year Comparison

2012 Average Number of First Responders per 1,000 Citizen is 0.93



First Responders are defined as Commissioned Police Officers below the rank of First Line Supervisor assigned duties in any of the following units: Community Oriented Policing, Emergency Response, K-9, Patrol, School Resource Officer, or Traffic.

Benchmark City Survey - 2012 Data

Number of First Responders Per 1,000 Citizens, 5-Year Comparison

2012 Average Number of First Responders per 1,000 Citizen is 0.93

	_						
City Name	City Population	First Responders	2012	2011	2010	2009	2008
Alameda, CA	75,409	53	0.70	0.72	0.90	0.74	0.81
Bellevue, WA	124,600	91	0.73	0.75	0.87	0.90	0.96
Boca Raton, FL	85,329	122	1.43	1.41	1.43	1.59	1.12
Boise, ID	210,145	263	1.25	1.27	1.06	1.09	0.95
Boulder, CO	99,069	102	1.03	0.98	0.98	0.98	1.00
Broken Arrow, OK	100,073	80	0.80	0.79	0.79	0.79	0.86
Cedar Rapids, IA	127,905	123	0.96	0.95	0.97	0.94	0.96
Chesapeake, VA	228,210	307	1.35	1.34	1.35	0.87	0.88
Chula Vista, CA	249,382	143	0.57	0.56	0.61	0.64	0.64
Columbia, MO	108,500	101	0.93	0.91	0.91		
Coral Springs, FL *	123,338	119	0.96	0.96	0.91	0.91	0.92
Edmond, OK	83,035	77	0.93	0.92	0.93	0.95	1.06
Fort Collins, CO	143,986	120	0.83	0.83	0.76	0.70	0.72
Fremont, CA	214,000	109	0.51	0.49	0.45	0.46	0.46
Garland, TX	228,060	209	0.92	0.86	0.86	0.86	0.87
Grand Prairie, TX*	179,476	148	0.82	0.67			
Henderson, NV*	269,916	222	0.82	0.80	0.90	0.69	
Irving, TX	218,850	203	0.93	0.93	0.94	0.94	0.94
Lakewood, CO	142,980	165	1.15	1.15	1.12	1.13	1.07
Lawrence, KS *	87,643	95	1.08	1.08	1.02	1.00	
Lincoln, NE	262,341	201	0.77	0.76	0.77	0.81	0.82
Naperville, IL	145,649	114	0.78	0.80	0.80	0.79	0.79
Norman, OK	113,273	108	0.95	0.96	0.91	0.86	0.84
Olathe, KS	128,062	116	0.91	0.91	0.92	0.93	0.94
Overland Park, KS	177,642	134	0.75	0.76	0.87	0.87	0.85
Plano, TX	261,900	208	0.79	0.78	0.77	0.77	0.81
Richardson, TX	100,450	96	0.96	0.90	0.88	0.88	0.89
San Angelo, TX	93,562	99	1.06	1.01	1.07	1.20	1.02
Springfield, MO	159,621	190	1.19	1.24	1.08	1.16	1.10
Average	156,635	142.0	0.93	0.91	0.88	0.86	0.85

First Responders are defined as Commissioned Police Officers below the rank of First Line Supervisor assigned duties in any of the following units: Community Oriented Policing, Emergency Response, K-9, Patrol,

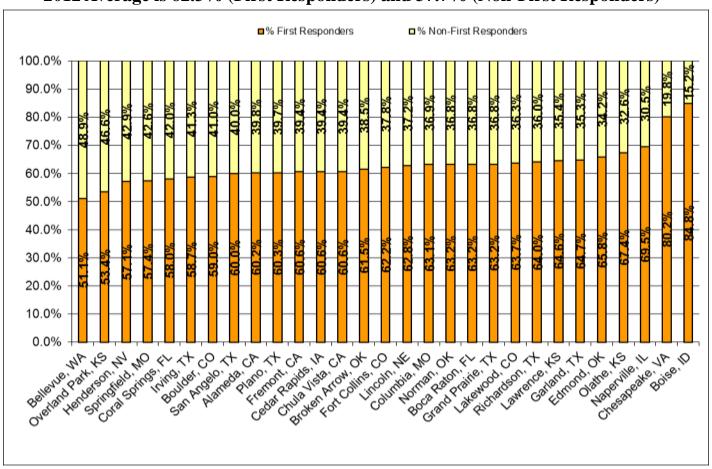
School Resource Officer, or Traffic.

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

First Responders vs. Non-First Responders

2012 Average is 62.3% (First Responders) and 37.7% (Non-First Responders)



First Responders are defined as Commissioned Police Officers below the rank of First Line Supervisor assigned duties in any of the following units: Community Oriented Policing, Emergency Response, K-9, Patrol, School Resource Officer, or Traffic.

Benchmark City Survey - 2012 Data

First Responders vs. Non-First Responders

2012 Average is 62.3% (First Responders) and 37.7% (Non-First Responders)

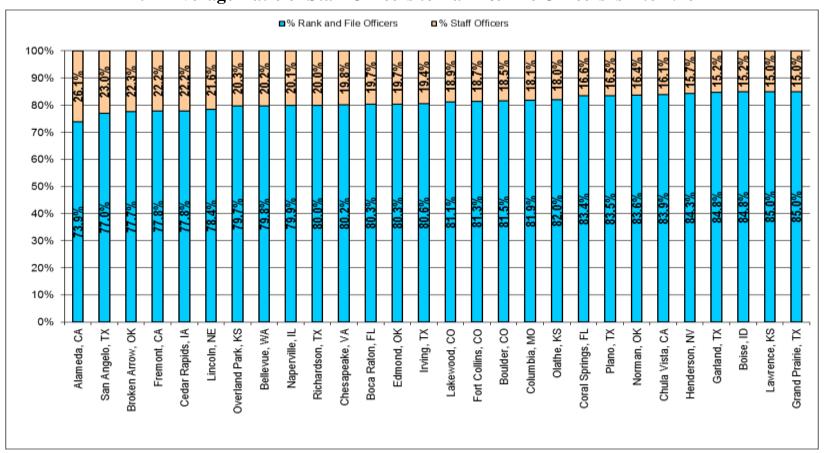
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City Name	All Officers	First Responders	Non-First Responders	% First Responders	% Non-First Responders	Ratio: First Responders to Non-First Responders
Bellevue, WA	178	91	87	51.1%	48.9%	1.05 to 1
Overland Park, KS	251	134	117	53.4%	46.6%	1.15 to 1
Henderson, NV	389	222	167	57.1%	42.9%	1.33 to 1
Springfield, MO	331	190	141	57.4%	42.6%	1.35 to 1
Coral Springs, FL	205	119	86	58.0%	42.0%	1.38 to 1
Irving, TX	346	203	143	58.7%	41.3%	1.42 to 1
Boulder, CO	173	102	71	59.0%	41.0%	1.44 to 1
San Angelo, TX	165	99	66	60.0%	40.0%	1.50 to 1
Alameda, CA	88	53	35	60.2%	39.8%	1.51 to 1
Plano, TX	345	208	137	60.3%	39.7%	1.52 to 1
Fremont, CA	180	109	71	60.6%	39.4%	1.54 to 1
Cedar Rapids, IA	203	123	80	60.6%	39.4%	1.54 to 1
Chula Vista, CA	236	143	93	60.6%	39.4%	1.54 to 1
Broken Arrow, OK	130	80	50	61.5%	38.5%	1.60 to 1
Fort Collins, CO	193	120	73	62.2%	37.8%	1.64 to 1
Lincoln, NE	320	201	119	62.8%	37.2%	1.69 to 1
Columbia, MO	160	101	59	63.1%	36.9%	1.71 to 1
Norman, OK	171	108	63	63.2%	36.8%	1.71 to 1
Boca Raton, FL	193	122	71	63.2%	36.8%	1.72 to 1
Grand Prairie, TX	234	148	86	63.2%	36.8%	1.72 to 1
Lakewood, CO	259	165	94	63.7%	36.3%	1.76 to 1
Richardson, TX	150	96	54	64.0%	36.0%	1.78 to 1
Lawrence, KS	147	95	52	64.6%	35.4%	1.83 to 1
Garland, TX	323	209	114	64.7%	35.3%	1.83 to 1
Edmond, OK	117	77	40	65.8%	34.2%	1.93 to 1
Olathe, KS	172	116	56	67.4%	32.6%	2.07 to 1
Naperville, IL	164	114	50	69.5%	30.5%	2.28 to 1
Chesapeake, VA	383	307	76	80.2%	19.8%	4.04 to 1
Boise, ID	310	263	47	84.8%	15.2%	5.60 to 1
Average	225	142	83	62.8%	37.2%	1.83 to 1

First Responders are defined as Commissioned Police Officers below the rank of First Line Supervisor assigned duties in any of the following units: Community Oriented Policing, Emergency Response, K-9, Patrol, School Resource Officer, or Traffic.

Benchmark City Survey - 2012 Data

Rank and File Officers and Staff Officers as a % of All Officers

2012 Average is 81.2% (Rank & File Officers) and 18.8% (Staff Officers) 2012 Average Ratio of Staff Officers to Rank & File Officers is 1 to 4.46



Rank and File Officers are defined as any Officer below the rank of First Line Supervisor. Staff Officers are defined as any Officer in the rank of First Line Supervisor or above.

Benchmark City Survey - 2011 Data

Rank and File Officers and Staff Officers as a % of All Officers

2012 Average is 81.2% (Rank & File Officers) and 18.8% (Staff Officers) 2012 Average Ratio of Staff Officers to Rank & File Officers is 1 to 4.46

City Name	Authorized Strength	Staff Officers	Rank and File	% Rank and File Officers	% Staff Officers	Ratio of State to Rank	
Alameda, CA	88	23	65	73.9%	26.1%	1 to	2.83
San Angelo, TX	165	38	127	77.0%	23.0%	1 to	3.34
Broken Arrow, OK	130	29	101	77.7%	22.3%	1 to	3.48
Fremont, CA	180	40	140	77.8%	22.2%	1 to	3.50
Cedar Rapids, IA	203	45	158	77.8%	22.2%	1 to	3.51
Lincoln, NE	320	69	251	78.4%	21.6%	1 to	3.64
Overland Park, KS	251	51	200	79.7%	20.3%	1 to	3.92
Bellevue, WA	178	36	142	79.8%	20.2%	1 to	3.94
Naperville, IL	164	33	131	79.9%	20.1%	1 to	3.97
Richardson, TX	150	30	120	80.0%	20.0%	1 to	4.00
Chesapeake, VA	383	76	307	80.2%	19.8%	1 to	4.04
Boca Raton, FL	193	38	155	80.3%	19.7%	1 to	4.08
Edmond, OK	117	23	94	80.3%	19.7%	1 to	4.09
Irving, TX	346	67	279	80.6%	19.4%	1 to	4.16
Lakewood, CO	259	49	210	81.1%	18.9%	1 to	4.29
Fort Collins, CO	193	36	157	81.3%	18.7%	1 to	4.36
Boulder, CO	173	32	141	81.5%	18.5%	1 to	4.41
Columbia, MO	160	29	131	81.9%	18.1%	1 to	4.52
Olathe, KS	172	31	141	82.0%	18.0%	1 to	4.55
Coral Springs, FL	205	34	171	83.4%	16.6%	1 to	5.03
Plano, TX	345	57	288	83.5%	16.5%	1 to	5.05
Norman, OK	171	28	143	83.6%	16.4%	1 to	5.11
Chula Vista, CA	236	38	198	83.9%	16.1%	1 to	5.21
Henderson, NV	389	61	328	84.3%	15.7%	1 to	5.38
Garland, TX	323	49	274	84.8%	15.2%	1 to	5.59
Boise, ID	310	47	263	84.8%	15.2%	1 to	5.60
Lawrence, KS	147	22	125	85.0%	15.0%	1 to	5.68
Grand Prairie, TX	234	35	199	85.0%	15.0%	1 to	5.69
Springfield, MO	331	48	283	85.5%	14.5%	1 to	5.90
Average	225	41	184	81.2%	18.8%	1 to	4.46

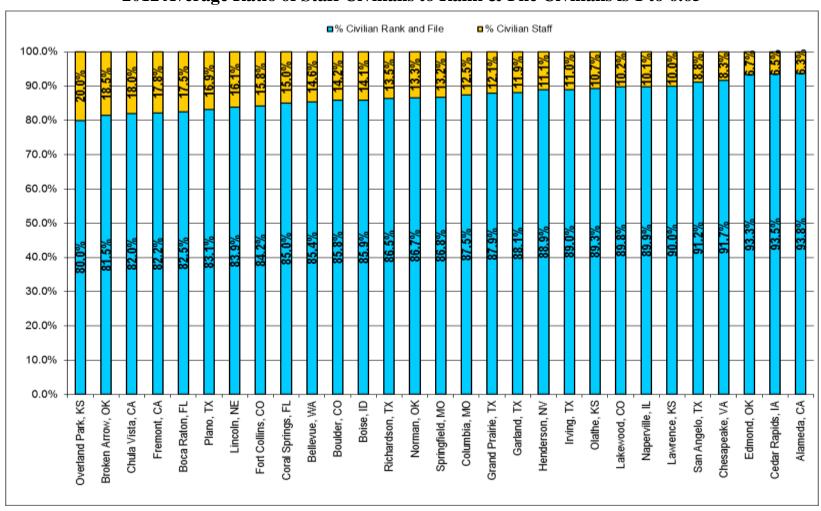
Rank and File Officers are defined as any Officer below the rank of First Line Supervisor. Staff Officers are defined as any Officer in the rank of First Line Supervisor or above.



Benchmark City Survey - 2012 Data

Civilian Staff and Civilian Rank & File as a % of Total Civilian Strength

2012 Average is 87.1% (Rank & File Civilians) and 12.9% (Staff Civilians) 2012 Average Ratio of Staff Civilians to Rank & File Civilians is 1 to 6.65

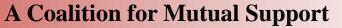


Benchmark City Survey - 2012 Data

Civilian Staff and Civilian Rank & File as a % of Total Strength

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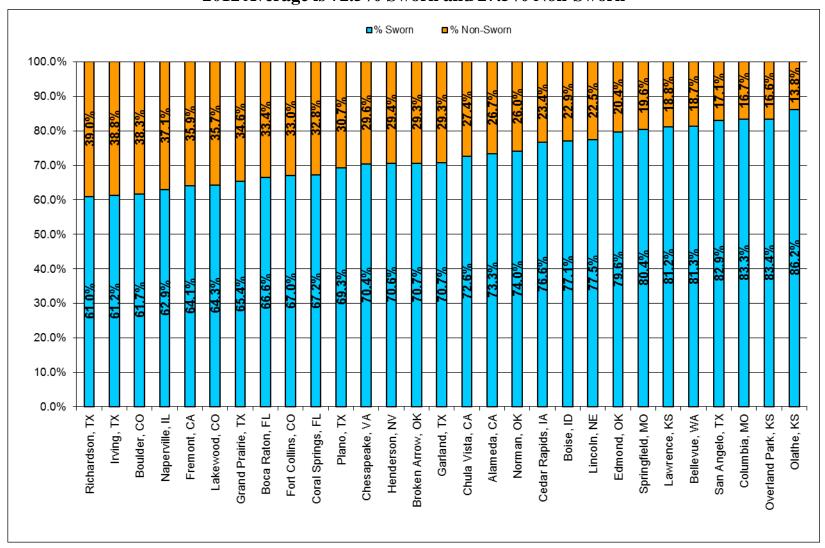
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	Civilian		Civilian Rank	%Civilian	% Civilian	Ratio of Civilia	ın Staff to Civilian
City Name	Strength	Civilian Staff	and File	Rank and File	Staff	Rank	and File
Overland Park, KS	50	10	40	80.0%	20.0%	1 to	4.00
Broken Arrow, OK	54	10	44	81.5%	18.5%	1 to	4.40
Chula Vista, CA	89	16	73	82.0%	18.0%	1 to	4.56
Fremont, CA	101	18	83	82.2%	17.8%	1 to	4.61
Boca Raton, FL	97	17	80	82.5%	17.5%	1 to	4.71
Plano, TX	154	26	128	83.1%	16.9%	1 to	4.92
Lincoln, NE	93	15	78	83.9%	16.1%	1 to	5.20
Fort Collins, CO	95	15	80	84.2%	15.8%	1 to	5.33
Coral Springs, FL	100	15	85	85.0%	15.0%	1 to	5.67
Bellevue, WA	41	6	35	85.4%	14.6%	1 to	5.83
Boulder, CO	113	16	97	85.8%	14.2%	1 to	6.06
Boise, ID	92	13	79	85.9%	14.1%	1 to	6.08
Richardson, TX	96	13	83	86.5%	13.5%	1 to	6.38
Norman, OK	60	8	52	86.7%	13.3%	1 to	6.50
Springfield, MO	84	11	73	86.8%	13.2%	1 to	6.59
Columbia, MO	32	4	28	87.5%	12.5%	1 to	7.00
Grand Prairie, TX	124	15	109	87.9%	12.1%	1 to	7.27
Garland, TX	134	16	118	88.1%	11.9%	1 to	7.38
Henderson, NV	162	18	144	88.9%	11.1%	1 to	8.00
Irving, TX	219	24	195	89.0%	11.0%	1 to	8.13
Olathe, KS	28	3	25	89.3%	10.7%	1 to	8.33
Lakewood, CO	147	15	132	89.8%	10.2%	1 to	8.80
Naperville, IL	99	10	89	89.9%	10.1%	1 to	8.90
Lawrence, KS	30	3	27	90.0%	10.0%	1 to	9.00
San Angelo, TX	34	3	31	91.2%	8.8%	1 to	10.33
Chesapeake, VA	157	13	144	91.7%	8.3%	1 to	11.08
Edmond, OK	30	2	28	93.3%	6.7%	1 to	14.00
Cedar Rapids, IA	62	4	58	93.5%	6.5%	1 to	14.50
Alameda, CA	32	2	30	93.8%	6.3%	1 to	15.00
Average	90	12	81	87.1%	12.9%	1 to	6.65



Benchmark City Survey - 2012 Data

Sworn and Non-Sworn as a % of Total Strength

2012 Average is 72.5% Sworn and 27.5% Non-Sworn



Benchmark City Survey - 2012 Data

Sworn and Non-Sworn as a % of Total Strength

2012 Average is 72.5% Sworn and 27.5% Non-Sworn

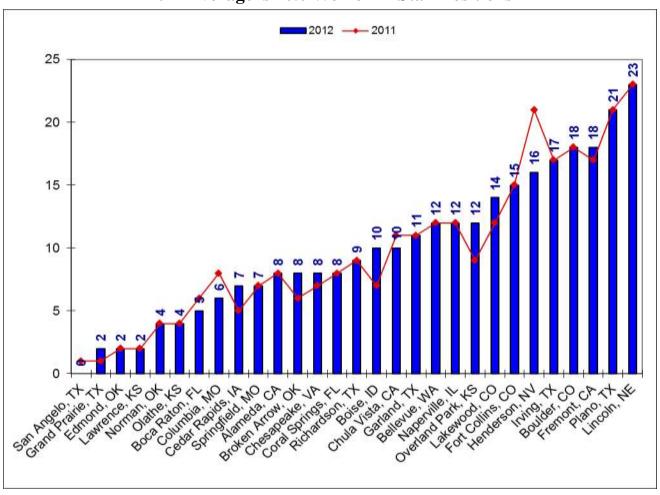
City Name	Authorized Personnel	Sworn	Non-Sworn	% Sworn	% Non-Sworn
Richardson, TX	246	150	96	61.0%	39.0%
Irving, TX	565	346	219	61.2%	38.8%
Boulder, CO	281	173	108	61.7%	38.3%
Naperville, IL	259	163	96	62.9%	37.1%
Fremont, CA	281	180	101	64.1%	35.9%
Lakewood, CO	403	259	144	64.3%	35.7%
Grand Prairie, TX	358	234	124	65.4%	34.6%
Boca Raton, FL	290	193	97	66.6%	33.4%
Fort Collins, CO	288	193	95	67.0%	33.0%
Coral Springs, FL	305	205	100	67.2%	32.8%
Plano, TX	498	345	153	69.3%	30.7%
Chesapeake, VA	544	383	161	70.4%	29.6%
Henderson, NV	551	389	162	70.6%	29.4%
Broken Arrow, OK	184	130	54	70.7%	29.3%
Garland, TX	457	323	134	70.7%	29.3%
Chula Vista, CA	325	236	89	72.6%	27.4%
Alameda, CA	120	88	32	73.3%	26.7%
Norman, OK	231	171	60	74.0%	26.0%
Cedar Rapids, IA	265	203	62	76.6%	23.4%
Boise, ID	402	310	92	77.1%	22.9%
Lincoln, NE	413	320	93	77.5%	22.5%
Edmond, OK	147	117	30	79.6%	20.4%
Springfield, MO	412	331	81	80.4%	19.6%
Lawrence, KS	181	147	34	81.2%	18.8%
Bellevue, WA	219	178	41	81.3%	18.7%
San Angelo, TX	199	165	34	82.9%	17.1%
Columbia, MO	192	160	32	83.3%	16.7%
Overland Park, KS	301	251	50	83.4%	16.6%
Olathe, KS	200	172	28	86.2%	13.8%
Average	314	225	90 emographics	72.5%	27.5%

Section A - Demographics

Benchmark City Survey - 2012 Data

Women in Staff Positions, 2-Year Comparison

2012 Average is 10.0 Women in Staff Positions



Sergeant & above and Civilian equivalents

Benchmark City Survey - 2012 Data

Women in Staff Positions, 5-Year Comparison

2012 Average is 10.0 Women in Staff Positions

City Name	2012	2011	2010	2009	2008
Alameda, CA	8	8	8	8	6
Bellevue, WA	12	12	11	10	16
Boca Raton, FL	5	6	6	6	6
Boise, ID	10	7	9	9	8
Boulder, CO	18	18	16	11	10
Broken Arrow, OK	8	6	6	6	6
Cedar Rapids, IA	7	5	5	4	2
Chesapeake, VA	8	7	7	9	28
Chula Vista, CA	10	11	10	11	11
Columbia, MO *	6	8	7		
Coral Springs, FL	8	8	8	8	8
Edmond, OK	2	2	2	3	3
Fort Collins, CO	15	15	8	6	8
Fremont, CA	18	17	18	7	7
Garland, TX	11	11	11	9	9
Grand Prairie, TX*	2	1			
Henderson, NV*	16	21	28	28	
Irving, TX	17	17	15	16	16
Lakewood, CO	14	12	11	11	10
Lawrence, KS *	2	2	3	9	
Lincoln, NE	23	23	23	24	20
Naperville, IL	12	12	14	15	15
Norman, OK	4	4	4	4	4
Olathe, KS	4	4	4	4	4
Overland Park, KS	12	9	8	9	9
Plano, TX	21	21	18	18	18
Richardson, TX	9	9	9	8	8
San Angelo, TX	0	1	1	1	1
Springfield, MO *	7	7	6		
Average	10.0	9.8	9.9	8.5	8.5

Sergeant & above and Civilian equivalents

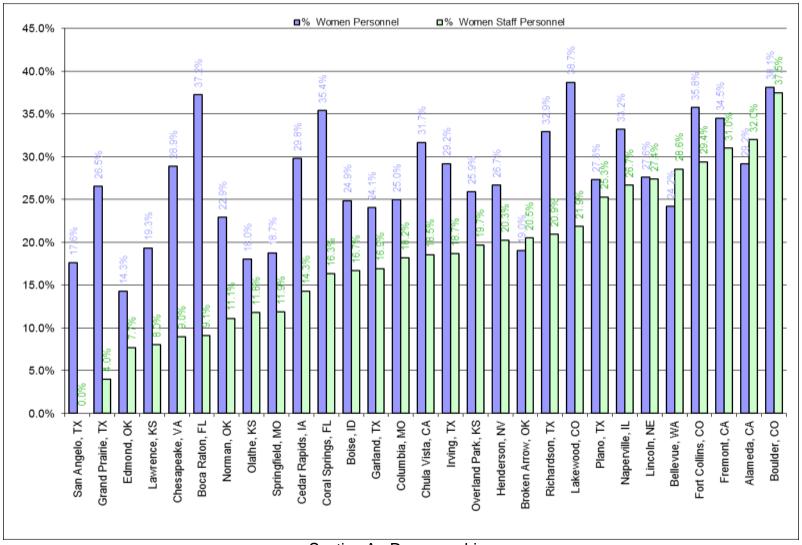
^{*} Some Data Not Available and not included in average



Benchmark City Survey - 2012 Data

Percentage of Women in Staff Positions compared to Percentage of All Women Personnel

2012 Average Percentage of Women in Staff Positions is 18.8%



Benchmark City Survey - 2012 Data

Percentage of Women in Staff Positions

2012 Average Percentage of Women in Staff Positions is 18.8%

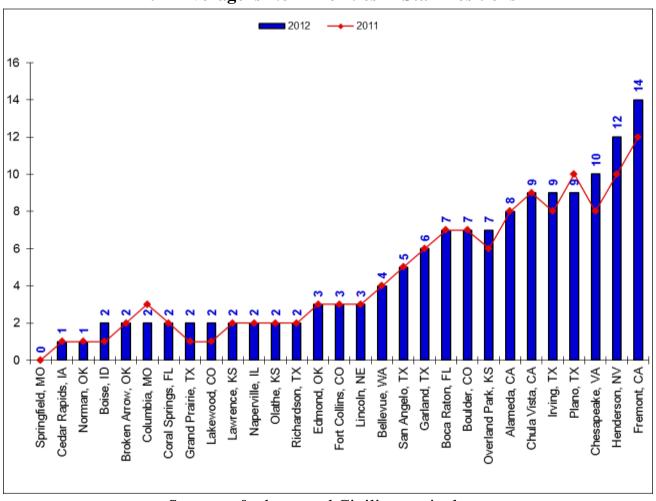
City Name	Assigned Personnel	Women Personnel	% Women Personnel	All Staff Personnel	Women Staff Personnel	% Women Staff Personnel
San Angelo, TX	199	35	17.6%	41	0	0.0%
Grand Prairie, TX	358	95	26.5%	50	2	4.0%
Edmond, OK	147	21	14.3%	26	2	7.7%
Lawrence, KS	181	35	19.3%	25	2	8.0%
Chesapeake, VA	544	157	28.9%	89	8	9.0%
Boca Raton, FL	290	108	37.2%	55	5	9.1%
Norman, OK	231	53	22.9%	36	4	11.1%
Olathe, KS	200	36	18.0%	34	4	11.8%
Springfield, MO	412	77	18.7%	59	7	11.9%
Cedar Rapids, IA	265	79	29.8%	49	7	14.3%
Coral Springs, FL	305	108	35.4%	49	8	16.3%
Boise, ID	402	100	24.9%	60	10	16.7%
Garland, TX	457	110	24.1%	65	11	16.9%
Columbia, MO	192	48	25.0%	33	6	18.2%
Chula Vista, CA	325	103	31.7%	54	10	18.5%
Irving, TX	565	165	29.2%	91	17	18.7%
Overland Park, KS	301	78	25.9%	61	12	19.7%
Henderson, NV	551	147	26.7%	79	16	20.3%
Broken Arrow, OK	184	35	19.0%	39	8	20.5%
Richardson, TX	246	81	32.9%	43	9	20.9%
Lakewood, CO	403	156	38.7%	64	14	21.9%
Plano, TX	498	136	27.3%	83	21	25.3%
Naperville, IL	259	86	33.2%	45	12	26.7%
Lincoln, NE	413	114	27.6%	84	23	27.4%
Bellevue, WA	219	53	24.2%	42	12	28.6%
Fort Collins, CO	288	103	35.8%	51	15	29.4%
Fremont, CA	281	97	34.5%	58	18	31.0%
Alameda, CA	120	35	29.2%	25	8	32.0%
Boulder, CO	281	107	38.1%	48	18	37.5%
Average	314	88	27.5%	53	10	18.8%

Sergeant & above and Civilian equivalents

Benchmark City Survey - 2012 Data

Minorities in Staff Positions, 2-Year Comparison

2012 Average is 4.8 Minorities in Staff Positions



Sergeant & above and Civilian equivalents

Benchmark City Survey - 2012 Data

Minorities in Staff Positions, 5-Year Comparison

2012 Average is 4.8 Minorities in Staff Positions

City Name	2012	2011	2010	2009	2008
Alameda, CA	8	8	8	9	8
Bellevue, WA	4	4	4	3	5
Boca Raton, FL	7	7	7	7	7
Boise, ID	2	1	3	3	3
Boulder, CO	7	7	7	7	7
Broken Arrow, OK	2	2	2	2	1
Cedar Rapids, IA	1	1	1	1	1
Chesapeake, VA	10	8	8	11	19
Chula Vista, CA	9	9	10	8	5
Columbia, MO *	2	3	3		
Coral Springs, FL	2	2	2	2	2
Edmond, OK	3	3	3	3	3
Fort Collins, CO	3	3	3	2	3
Fremont, CA	14	12	9	10	10
Garland, TX	6	6	5	5	5
Grand Prairie, TX*	2	1			
Henderson, NV*	12	10	13	12	
Irving, TX	9	8	8	9	8
Lakewood, CO	2	1	1	1	1
Lawrence, KS *	2	2	2	2	
Lincoln, NE	3	3	3	3	3
Naperville, IL	2	2	2	1	2
Norman, OK	1	1	1	0	0
Olathe, KS	2	2	2	1	1
Overland Park, KS	7	6	6	5	5
Plano, TX	9	10	10	9	6
Richardson, TX	2	2	1	2	2
San Angelo, TX	5	5	6	6	6
Springfield, MO *	0	0	0		
Average	4.8	4.4	4.6	4.8	4.7

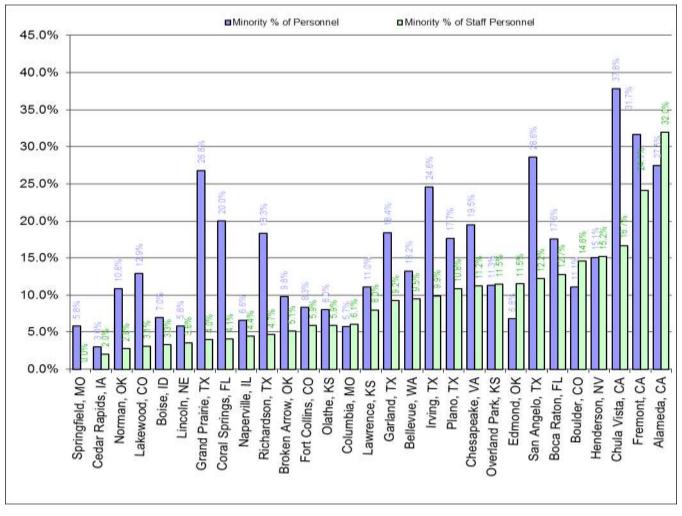
Sergeant & above and Civilian equivalents



Benchmark City Survey - 2012 Data

Percentage of Minorities in Staff Positions compared to Percentage of All Minority Personnel

2012 Average Percentage of Minorities in Staff Positions is 9.1%



Benchmark City Survey - 2012 Data

Percentage of Minorities in Staff Positions

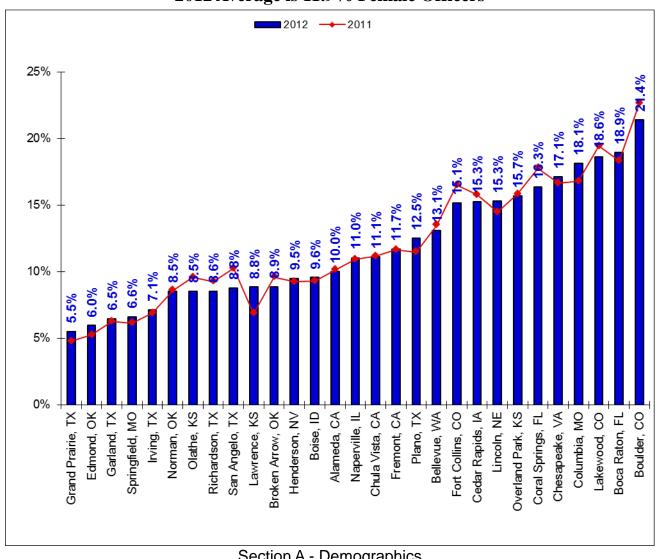
2012 Average Percentage of Minorities in Staff Positions is 9.1%

	Assigned	Minority	Minority %	Assigned	Minority	Minority %
City Name	Personnel	Personnel	of	Staff	Staff	of Staff
	1 C1301111C1	1 C1301111C1	Personnel	Personnel	Personnel	Personnel
Springfield, MO	412	24	5.8%	59	0	0.0%
Cedar Rapids, IA	265	8	3.0%	49	1	2.0%
Norman, OK	231	25	10.8%	36	1	2.8%
Lakewood, CO	403	52	12.9%	64	2	3.1%
Boise, ID	402	28	7.0%	60	2	3.3%
Lincoln, NE	413	24	5.8%	84	3	3.6%
Grand Prairie, TX	358	96	26.8%	50	2	4.0%
Coral Springs, FL	305	61	20.0%	49	2	4.1%
Naperville, IL	259	17	6.6%	45	2	4.4%
Richardson, TX	246	45	18.3%	43	2	4.7%
Broken Arrow, OK	184	18	9.8%	39	2	5.1%
Fort Collins, CO	288	24	8.3%	51	3	5.9%
Olathe, KS	200	16	8.0%	34	2	5.9%
Columbia, MO	192	11	5.7%	33	2	6.1%
Lawrence, KS	181	20	11.0%	25	2	8.0%
Garland, TX	457	84	18.4%	65	6	9.2%
Bellevue, WA	219	29	13.2%	42	4	9.5%
Irving, TX	565	139	24.6%	91	9	9.9%
Plano, TX	498	88	17.7%	83	9	10.8%
Chesapeake, VA	544	106	19.5%	89	10	11.2%
Overland Park, KS	301	34	11.3%	61	7	11.5%
Edmond, OK	147	10	6.8%	26	3	11.5%
San Angelo, TX	199	57	28.6%	41	5	12.2%
Boca Raton, FL	290	51	17.6%	55	7	12.7%
Boulder, CO	286	31	10.8%	48	7	14.6%
Henderson, NV	551	83	15.1%	79	12	15.2%
Chula Vista, CA	325	123	37.8%	54	9	16.7%
Fremont, CA	281	89	31.7%	58	14	24.1%
Alameda, CA	120	33	27.5%	25	8	32.0%
Average	315	49	15.2%	53	5	9.1%

Benchmark City Survey - 2012 Data

Percent of Female Officers, 2-Year Comparison

2012 Average is 11.9% Female Officers



Benchmark City Survey - 2012 Data

Percent of Female Officers, 5-Year Comparison

2012 Average is 11.9% Female Officers

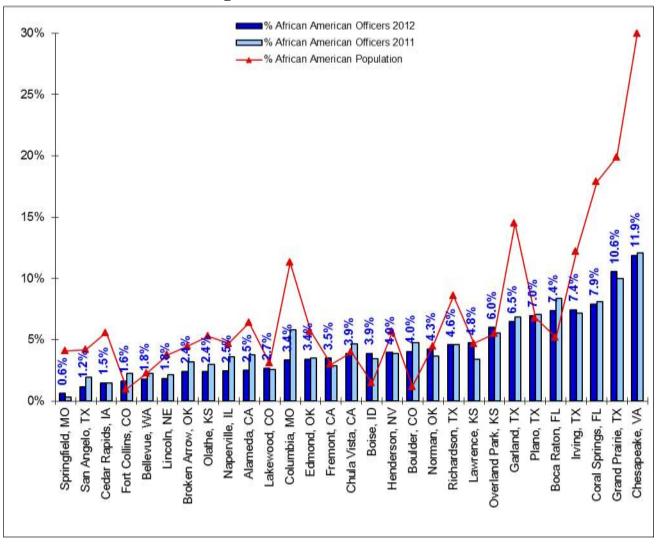
2012 Tiverage is 11.5 / 0 I emaile Officers											
City Name	Assigned Officers	Female Officers	2012	2011	2010	2009	2008				
Alameda, CA	80	8	10.0%	10.1%	10.6%	12.4%	11.6%				
Bellevue, WA	168	22	13.1%	13.5%	12.2%	12.7%	12.7%				
Boca Raton, FL	190	36	18.9%	18.3%	17.7%	17.7%	17.7%				
Boise, ID	282	27	9.6%	9.3%	9.3%	9.5%	11.3%				
Boulder, CO	173	37	21.4%	22.6%	23.4%	24.6%	24.4%				
Broken Arrow, OK	124	11	8.9%	9.6%	10.7%	10.5%	10.5%				
Cedar Rapids, IA	203	31	15.3%	15.8%	15.8%	15.2%	14.0%				
Chesapeake, VA	362	62	17.1%	16.6%	16.1%	15.5%	14.9%				
Chula Vista, CA	207	23	11.1%	11.2%	10.7%	11.3%	9.7%				
Columbia, MO *	149	27	18.1%	16.8%	16.9%						
Coral Springs, FL	202	33	16.3%	17.8%	17.3%	17.9%	17.3%				
Edmond, OK	117	7	6.0%	5.3%	5.4%	5.3%	5.2%				
Fort Collins, CO	185	28	15.1%	16.5%	16.5%	16.0%	15.6%				
Fremont, CA	171	20	11.7%	11.6%	10.3%	8.6%	7.7%				
Garland, TX	324	21	6.5%	6.3%	6.6%	6.7%	7.0%				
Grand Prairie, TX*	218	12	5.5%	4.8%							
Henderson, NV*	326	31	9.5%	9.2%	9.0%	9.0%					
Irving, TX	336	24	7.1%	6.9%	7.7%	7.6%	7.8%				
Lakewood, CO	263	49	18.6%	19.4%	19.2%	19.2%	19.6%				
Lawrence, KS *	147	13	8.8%	6.8%	6.4%	5.7%					
Lincoln, NE	327	50	15.3%	14.5%	14.6%	15.5%	15.1%				
Naperville, IL	163	18	11.0%	10.9%	9.6%	10.9%	10.8%				
Norman, OK	164	14	8.5%	8.6%	8.8%	8.2%	9.8%				
Olathe, KS	164	14	8.5%	9.6%	9.1%	8.9%	10.4%				
Overland Park, KS	249	39	15.7%	15.8%	16.1%	17.7%	18.3%				
Plano, TX	344	43	12.5%	11.5%	11.2%	11.9%	11.8%				
Richardson, TX	152	13	8.6%	9.3%	7.4%	6.8%	6.9%				
San Angelo, TX	171	15	8.8%	10.3%	10.5%	9.0%	9.7%				
Springfield, MO *	317	21	6.6%	6.1%	6.3%						
Average	216	26	11.9%	11.9%	12.0%	12.1%	12.5%				

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Percent of African American Officers, 2-Year Comparison

2012 Average is 4.3% African American Officers



Benchmark City Survey - 2012 Data

Percent of African American Officers, 5-Year Comparison

2012 Average is 4.3% African American Officers

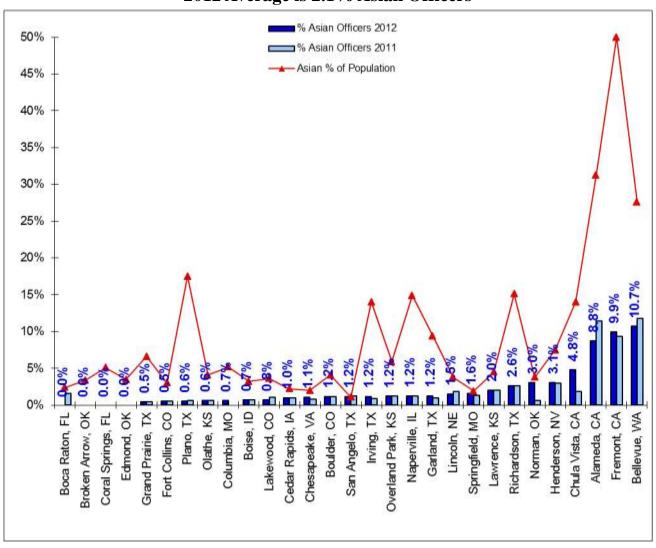
City Name	Assigned Officers	African American Officers	2012	2011	2010	2009	2008	% African American Population 2011
Alameda, CA	80	2	2.5%	3.8%	4.7%	5.6%	5.3%	6.4%
Bellevue, WA	168	3	1.8%	2.2%	2.2%	1.7%	1.7%	2.3%
Boca Raton, FL	190	14	7.4%	8.4%	9.4%	9.4%	10.2%	5.2%
Boise, ID	282	11	3.9%	3.4%	3.1%	3.0%	3.1%	1.5%
Boulder, CO	173	7	4.0%	4.8%	4.7%	5.3%	5.6%	1.2%
Broken Arrow, OK	124	3	2.4%	3.2%	2.5%	2.4%	2.4%	4.5%
Cedar Rapids, IA	203	3	1.5%	1.5%	1.5%	1.5%	1.0%	5.6%
Chesapeake, VA	362	43	11.9%	12.1%	12.3%	12.4%	13.6%	30.0%
Chula Vista, CA	207	8	3.9%	4.7%	4.9%	4.8%	4.6%	4.0%
Columbia, MO *	149	5	3.4%	5.8%	6.3%			11.3%
Coral Springs, FL	202	16	7.9%	8.1%	7.9%	8.2%	7.1%	17.9%
Edmond, OK	117	4	3.4%	3.5%	3.6%	3.5%	3.4%	5.7%
Fort Collins, CO	185	3	1.6%	2.3%	2.4%	2.4%	2.5%	1.0%
Fremont, CA	171	6	3.5%	2.9%	3.4%	3.2%	2.7%	3.0%
Garland, TX	324	21	6.5%	6.9%	6.6%	6.7%	6.4%	14.5%
Grand Prairie, TX*	218	23	10.6%	10.0%				19.9%
Henderson, NV*	326	13	4.0%	3.9%	3.8%	3.7%		5.7%
Irving, TX	336	25	7.4%	7.2%	6.5%	6.2%	6.4%	12.2%
Lakewood, CO	263	7	2.7%	2.6%	2.1%	2.5%	2.8%	3.1%
Lawrence, KS *	147	7	4.8%	3.4%	2.8%	2.8%		4.7%
Lincoln, NE	327	6	1.8%	2.2%	2.2%	2.5%	2.5%	3.8%
Naperville, IL	163	4	2.5%	3.6%	3.6%	3.4%	3.2%	4.7%
Norman, OK	164	7	4.3%	3.7%	3.8%	3.8%	2.8%	4.5%
Olathe, KS	164	4	2.4%	3.0%	2.4%	3.0%	2.4%	5.3%
Overland Park, KS	249	15	6.0%	5.6%	5.8%	5.2%	5.1%	5.5%
Plano, TX	344	24	7.0%	7.1%	7.7%	7.4%	6.8%	6.8%
Richardson, TX	152	7	4.6%	4.6%	5.4%	5.5%	6.3%	8.6%
San Angelo, TX	171	2	1.2%	1.9%	2.0%	1.9%	2.1%	4.2%
Springfield, MO *	317	2	0.6%	0.3%	0.0%			4.1%
Average	216	10	4.3%	4.6%	4.4%	4.5%	4.6%	7.1%

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Percent of Asian Officers, 2-Year Comparison

2012 Average is 2.1% Asian Officers



Benchmark City Survey - 2012 Data

Percent of Asian Officers, 5-Year Comparison

2012 Average is 2.1% Asian Officers

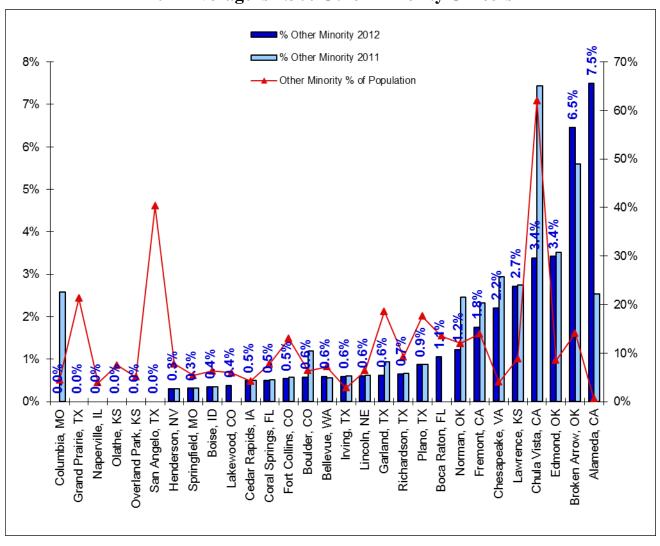
City Name	Assigned Officers	Asian Officers	2012	2011	2010	2009	2008	Asian % of Population
Alameda, CA	80	7	8.8%	11.4%	11.8%	11.2%	13.7%	31.2%
Bellevue, WA	168	18	10.7%	11.8%	11.7%	9.9%	9.9%	27.6%
Boca Raton, FL	190	0	0.0%	1.6%	1.6%	1.6%	1.6%	2.4%
Boise, ID	282	2	0.7%	0.7%	0.7%	0.7%	0.7%	3.2%
Boulder, CO	173	2	1.2%	1.2%	1.8%	1.2%	1.3%	4.1%
Broken Arrow, OK	124	0	0.0%	0.0%	0.0%	0.0%	0.8%	3.4%
Cedar Rapids, IA	203	2	1.0%	1.0%	1.0%	1.0%	1.0%	2.2%
Chesapeake, VA	362	4	1.1%	0.8%	1.1%	0.6%	1.1%	2.0%
Chula Vista, CA	207	10	4.8%	1.9%	2.2%	2.2%	2.1%	14.0%
Columbia, MO *	149	1	0.7%	0.0%	0.0%			5.2%
Coral Springs, FL	202	0	0.0%	0.0%	0.0%	0.0%	0.0%	5.1%
Edmond, OK	117	0	0.0%	0.0%	0.0%	0.0%	0.0%	3.5%
Fort Collins, CO	185	1	0.5%	0.6%	0.6%	0.6%	1.3%	3.0%
Fremont, CA	171	17	9.9%	9.3%	9.1%	7.6%	7.1%	50.0%
Garland, TX	324	4	1.2%	0.9%	0.9%	1.0%	0.9%	9.4%
Grand Prairie, TX *	218	1	0.5%	0.5%				6.6%
Henderson, NV*	326	10	3.1%	3.0%	2.9%	2.8%		7.5%
Irving, TX	336	4	1.2%	0.9%	1.5%	1.8%	1.2%	14.0%
Lakewood, CO	263	2	0.8%	1.1%	0.7%	0.7%	1.0%	3.6%
Lawrence, KS *	147	3	2.0%	2.1%	1.4%	1.4%		4.5%
Lincoln, NE	327	5	1.5%	1.8%	1.6%	1.3%	0.9%	3.8%
Naperville, IL	163	2	1.2%	1.2%	1.2%	1.1%	1.1%	14.9%
Norman, OK	164	5	3.0%	0.6%	0.6%	0.6%	0.0%	3.8%
Olathe, KS	164	1	0.6%	0.6%	0.6%	0.6%	1.2%	4.1%
Overland Park, KS	249	3	1.2%	1.3%	1.2%	1.2%	1.2%	5.9%
Plano, TX	344	2	0.6%	0.6%	0.6%	0.9%	0.9%	17.5%
Richardson, TX	152	4	2.6%	2.6%	2.7%	2.7%	2.8%	15.1%
San Angelo, TX	171	2	1.2%	1.3%	1.3%	1.3%	0.0%	1.1%
Springfield, MO *	317	5	1.6%	1.3%	1.7%			1.9%
Average	216	4.0	2.1%	2.1%	2.2%	1.9%	1.8%	9.7%

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Percent of Other Minority Officers, 2-Year Comparison

2012 Average is 1.3% Other Minority Officers



Benchmark City Survey - 2012 Data

Percent of Other Minority Officers, 5-Year Comparison

2012 Average is 1.3% Other Minority Officers

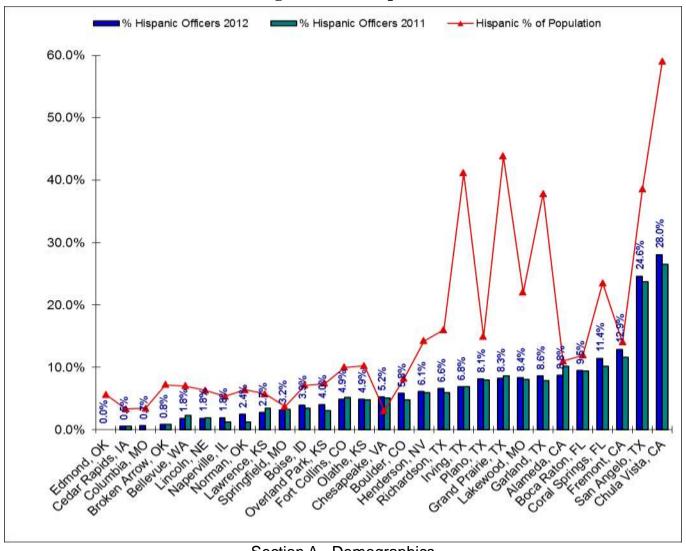
City Name	Assigned Officers	Other Minority Officers	2012	2011	2010	2009	2008	Other Minority % of Population
Alameda, CA	80	6	7.5%	2.5%	3.5%	5.6%	5.3%	0.6%
Bellevue, WA	168	1	0.6%	0.6%	0.6%	2.2%	2.2%	7.2%
Boca Raton, FL	190	2	1.1%	0.0%	0.0%	0.0%	0.0%	13.5%
Boise, ID	282	1	0.4%	0.3%	0.3%	0.3%	0.0%	6.3%
Boulder, CO	173	1	0.6%	1.2%	1.2%	1.2%	1.3%	6.4%
Broken Arrow, OK	124	8	6.5%	5.6%	4.1%	4.0%	4.0%	14.1%
Cedar Rapids, IA	203	1	0.5%	0.5%	0.5%	0.5%	0.5%	4.2%
Chesapeake, VA	362	8	2.2%	2.9%	5.2%	6.4%	1.9%	4.0%
Chula Vista, CA	207	7	3.4%	7.4%	7.6%	7.4%	8.0%	62.0%
Columbia, MO *	149	0	0.0%	2.6%	2.5%			4.5%
Coral Springs, FL	202	1	0.5%	0.5%	0.5%	0.0%	0.0%	7.8%
Edmond, OK	117	4	3.4%	3.5%	3.6%	3.5%	3.4%	8.5%
Fort Collins, CO	185	1	0.5%	0.6%	0.6%	0.0%	0.6%	13.0%
Fremont, CA	171	3	1.8%	2.3%	2.3%	1.6%	1.6%	14.0%
Garland, TX	324	2	0.6%	0.9%	0.9%	1.0%	0.9%	18.6%
Grand Prairie, TX*	218	0	0.0%	0.0%				21.3%
Henderson, NV*	326	1	0.3%	0.3%	0.3%	0.3%		7.8%
Irving, TX	336	2	0.6%	0.6%	0.6%	0.6%	0.6%	2.8%
Lakewood, CO	263	1	0.4%	0.0%	0.4%	0.0%	0.0%	5.9%
Lawrence, KS *	147	4	2.7%	2.7%	2.1%	2.1%		8.8%
Lincoln, NE	327	2	0.6%	0.6%	0.6%	0.6%	0.6%	6.4%
Naperville, IL	163	0	0.0%	0.0%	0.0%	0.0%	0.5%	3.9%
Norman, OK	164	2	1.2%	2.5%	2.5%	1.9%	2.1%	12.0%
Olathe, KS	164	0	0.0%	0.0%	0.0%	0.6%	0.0%	7.5%
Overland Park, KS	249	0	0.0%	0.0%	0.0%	0.0%	0.0%	5.1%
Plano, TX	344	3	0.9%	0.9%	0.9%	0.9%	0.9%	17.6%
Richardson, TX	152	1	0.7%	0.7%	0.0%	0.0%	0.0%	9.2%
San Angelo, TX	171	0	0.0%	0.0%	0.0%	0.0%	0.0%	40.3%
Springfield, MO *	317	1	0.3%	0.3%	0.3%			5.4%
Average	216	2.2	1.3%	1.4%	1.5%	1.6%	1.4%	11.7%

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Percent of Hispanic Officers, 2-Year Comparison

2012 Average is 6.6% Hispanic Officers



Benchmark City Survey - 2012 Data

Percent of Hispanic Officers, 5-Year Comparison

2012 Average is 6.6% Hispanic Officers

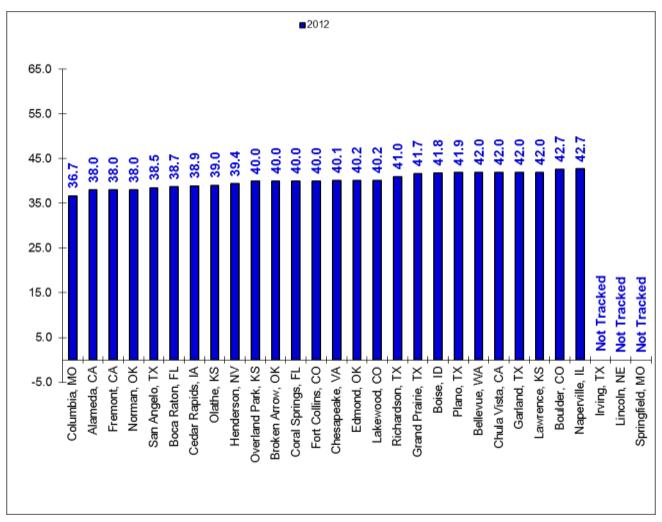
City Name	Assigned Officers	Hispanic Officers	2012	2011	2010	2009	2008	Hispanic % of Population
Alameda, CA	80	7	8.8%	10.1%	5.9%	9.0%	10.5%	11.0%
Bellevue, WA	168	3	1.8%	2.2%	1.7%	2.2%	2.2%	7.0%
Boca Raton, FL	190	18	9.5%	9.4%	8.3%	9.4%	9.7%	11.9%
Boise, ID	282	11	3.9%	3.4%	3.1%	3.0%	2.7%	7.1%
Boulder, CO	173	10	5.8%	4.8%	4.7%	4.7%	3.8%	8.2%
Broken Arrow, OK	124	1	0.8%	0.8%	0.8%	0.8%	0.8%	7.2%
Cedar Rapids, IA	203	1	0.5%	0.5%	0.0%	0.0%	4.3%	3.3%
Chesapeake, VA	362	19	5.2%	5.1%	1.4%	1.4%	8.0%	3.0%
Chula Vista, CA	207	58	28.0%	26.5%	25.3%	26.0%	23.2%	59.0%
Columbia, MO *	149	1	0.7%	0.0%	0.0%			3.4%
Coral Springs, FL	202	23	11.4%	10.2%	9.9%	7.1%	7.6%	23.5%
Edmond, OK	117	0	0.0%	0.0%	0.0%	0.0%	0.0%	5.6%
Fort Collins, CO	185	9	4.9%	5.1%	6.5%	5.9%	6.3%	10.0%
Fremont, CA	171	22	12.9%	11.6%	12.6%	11.9%	13.1%	14.0%
Garland, TX	324	28	8.6%	7.8%	6.6%	6.7%	6.4%	37.8%
Grand Prairie, TX*	218	18	8.3%	8.6%				43.8%
Henderson, NV *	326	20	6.1%	6.0%	6.1%	6.5%		14.2%
Irving, TX	336	23	6.8%	6.9%	8.3%	8.5%	8.7%	41.1%
Lakewood, MO	263	22	8.4%	8.1%	8.2%	8.0%	8.0%	22.0%
Lawrence, KS *	147	4	2.7%	3.4%	3.5%	1.4%		5.7%
Lincoln, NE	327	6	1.8%	1.8%	2.2%	2.2%	2.2%	6.3%
Naperville, IL	163	3	1.8%	1.2%	1.2%	0.6%	1.6%	5.3%
Norman, OK	164	4	2.4%	1.2%	1.3%	1.3%	1.4%	6.4%
Olathe, KS	164	8	4.9%	4.8%	3.6%	3.6%	1.8%	10.2%
Overland Park, KS	249	10	4.0%	3.0%	3.7%	3.6%	3.5%	7.4%
Plano, TX	344	28	8.1%	7.9%	8.6%	8.0%	7.9%	14.9%
Richardson, TX	152	10	6.6%	6.0%	6.1%	6.2%	6.3%	16.0%
San Angelo, TX	171	42	24.6%	23.7%	21.6%	20.0%	18.8%	38.5%
Springfield, MO *	317	10	3.2%	3.2%	3.0%			3.7%
Average	224	15	6.6%	6.3%	5.9%	6.1%	6.6%	15.4%

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Average Officer Age, Two year Comparison

2012 Average age of Sworn Officers is 40.2 years



^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Average Officer Age, Five year Comparison

2012 Average age of Sworn Officers is 40.2 years

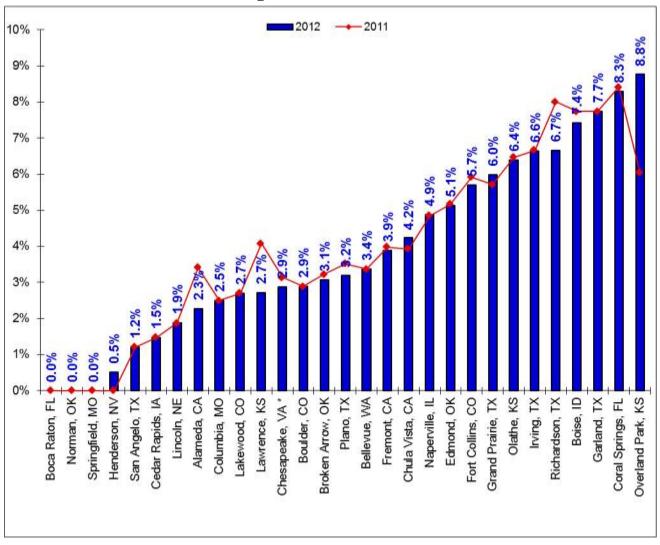
City Name	2012	2011	2010	2009	2008
Alameda, CA	38.0				
Bellevue, WA	42.0				
Boca Raton, FL	38.7				
Boise, ID	41.8				
Boulder, CO	42.7				
Broken Arrow, OK	40.0				
Cedar Rapids, IA	38.9				
Chesapeake, VA	40.1				
Chula Vista, CA	42.0				
Columbia, MO	36.7				
Coral Springs, FL	40.0				
Edmond, OK	40.2				
Fort Collins, CO	40.0				
Fremont, CA	38.0				
Garland, TX	42.0				
Grand Prairie, TX	41.7				
Henderson, NV	39.4				
Irving, TX *	Not Tracked				
Lakewood, CO	40.2				
Lawrence, KS	42.0				
Lincoln, NE *	Not Tracked				
Naperville, IL	42.7				
Norman, OK	38.0				
Olathe, KS	39.0				
Overland Park, KS	40.0				
Plano, TX	41.9				
Richardson, TX	41.0				
San Angelo, TX	38.5				
Springfield, MO *	Not Tracked				
Average	40.2				

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Percent of Officers in Schools (DARE & SRO), 2-Year Comparison

2012 Average is 3.9% Officers in Schools



Benchmark City Survey - 2012 Data

Percent of Officers in Schools (DARE & SRO), 5-Year Comparison

2012 Average is 3.9% Officers in Schools

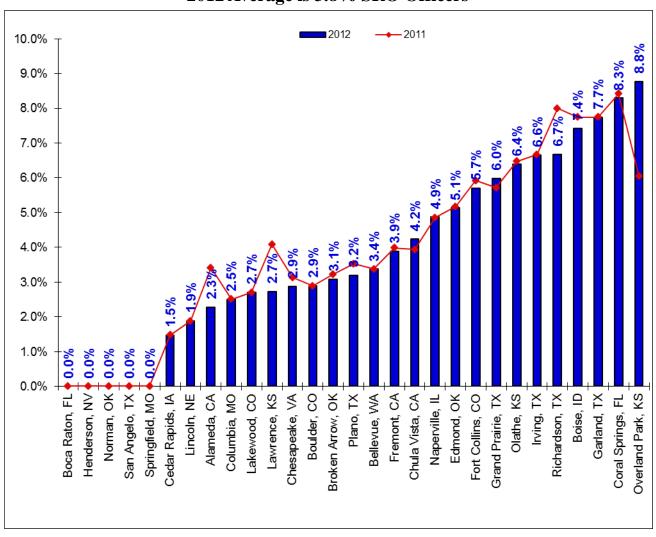
City Name	Authorized Sworn	Officers in Schools (DARE/SRO)	2012	2011	2010	2009	2008
Alameda, CA	88	2	2.3%	3.4%	3.3%	3.3%	5.1%
Bellevue, WA	178	6	3.4%	3.4%	3.9%	3.9%	4.4%
Boca Raton, FL	193	0	0.0%	0.0%	0.0%	0.0%	0.0%
Boise, ID	310	23	7.4%	7.7%	7.7% 7.7%	7.4%	7.1%
Boulder, CO	173	5	2.9%	2.9%	2.9%	2.9%	2.9%
Broken Arrow, OK	130	4	3.1%	3.2%	3.2%	3.3%	3.2%
Cedar Rapids, IA	203	3	1.5%	1.5%	0.5%	0.0%	0.0%
Chesapeake, VA	383	11	2.9%	3.1%	3.1%	4.1%	4.6%
Chula Vista, CA	236	10	4.2%	3.9%	7.9%	9.6%	9.5%
Columbia, MO *	160	4	2.5%	2.5%	5.0%		
Coral Springs, FL	205	17	8.3%	8.4%	8.4%	8.4%	8.4%
Edmond, OK	117	6	5.1%	5.2%	5.2%	5.2%	5.2%
Fort Collins, CO	193	11	5.7%	5.9%	6.5%	6.5%	6.5%
Fremont, CA	180	7	3.9%	4.0%	3.8%	3.8%	3.1%
Garland, TX	323	25	7.7%	7.7%	7.7%	7.7%	7.7%
Grand Prairie, TX*	234	14	6.0%	5.7%			
Henderson, NV*	389	2	0.5%	0.0%	0.0%	1.7%	
Irving, TX	346	23	6.6%	6.7%	6.7%	6.7%	6.7%
Lakewood, CO	259	7	2.7%	2.7%	2.7%	2.5%	2.7%
Lawrence, KS *	147	4	2.7%	4.1%	4.2%	4.2%	
Lincoln, NE	320	6	1.9%	1.9%	1.9%	3.2%	3.2%
Naperville, IL	164	8	4.9%	4.8%	5.4%	5.7%	5.4%
Norman, OK	171	0	0.0%	0.0%	0.0%	0.0%	0.0%
Olathe, KS	172	11	6.4%	6.5%	5.8%	5.8%	5.8%
Overland Park, KS	251	22	8.8%	6.0%	7.5%	7.0%	7.7%
Plano, TX	345	11	3.2%	3.5%	3.2%	3.2%	5.2%
Richardson, TX	150	10	6.7%	8.0%	8.0%	8.0%	7.4%
San Angelo, TX	165	2	1.2%	1.2%	1.3%	1.3%	1.3%
Springfield, MO *	331	0	0.0%	0.0%			
Average	233	9	3.9%	3.9%	4.3%	4.4%	4.7%

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Percent of School Resource Officers (SRO), 2-Year Comparison

2012 Average is 3.8% SRO Officers



Benchmark City Survey - 2012 Data

Percent of School Resource Officers (SRO), 5-Year Comparison

2012 Average is 3.8% SRO Officers

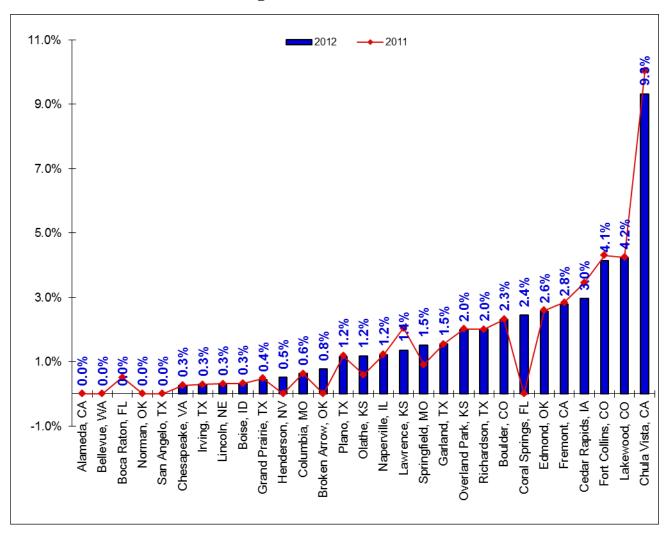
City Name	Authorized Sworn	SRO Officers	2012	2011	2010	2009	2008
Alameda, CA	88	2	2.3%	3.4%	3.3%	3.3%	5.1%
Bellevue, WA	e, WA 178		3.4%	3.4%	3.9%	3.9%	4.4%
Boca Raton, FL	193	0	0.0%	0.0%	0.0%	0.0%	0.0%
Boise, ID	310	23	7.4%	7.7%	7.7%	7.4%	7.1%
Boulder, CO	173	5	2.9%	2.9%	2.9%	2.9%	2.9%
Broken Arrow, OK	130	4	3.1%	3.2%	3.2%	3.3%	3.2%
Cedar Rapids, IA	203	3	1.5%	1.5%	0.5%	0.0%	0.0%
Chesapeake, VA	383	11	2.9%	3.1%	3.1%	4.1%	4.6%
Chula Vista, CA	236	10	4.2%	3.9%	7.9%	9.6%	9.5%
Columbia, MO *	160	4	2.5%	2.5%	5.0%		
Coral Springs, FL	205	17	8.3%	8.4%	8.4%	8.4%	8.4%
Edmond, OK	117	6	5.1%	5.2%	5.2%	5.2%	5.2%
Fort Collins, CO	ort Collins, CO 193		5.7%	5.9%	6.5%	6.5%	6.5%
Fremont, CA	180	7	3.9%	4.0%	3.8%	3.8%	3.1%
Garland, TX	323	25	7.7%	7.7%	7.7%	7.7%	7.7%
Grand Prairie, TX*	234	14	6.0%	5.7%			
Henderson, NV*	389	0	0.0%	0.0%	1.5%	1.5%	
Irving, TX	346	23	6.6%	6.7%	6.7%	6.7%	6.7%
Lakewood, CO	259	7	2.7%	2.7%	2.7%	2.5%	2.7%
Lawrence, KS *	147	4	2.7%	4.1%	4.2%	4.2%	
Lincoln, NE	320	6	1.9%	1.9%	1.9%	3.2%	3.2%
Naperville, IL	164	8	4.9%	4.8%	5.4%	5.7%	5.4%
Norman, OK	171	0	0.0%	0.0%	0.0%	0.0%	0.0%
Olathe, KS	172	11	6.4%	6.5%	5.8%	5.8%	5.8%
Overland Park, KS	251	22	8.8%	6.0%	5.9%	5.0%	5.8%
Plano, TX	345	11	3.2%	3.5%	3.2%	3.2%	5.2%
Richardson, TX	150	10	6.7%	8.0%	8.0%	8.0%	7.4%
San Angelo, TX	165	0	0.0%	0.0%	0.0%	0.0%	0.0%
Springfield, MO *	331	0	0.0%	0.0%	0.0%		
Average	225	9	3.8%	3.9%	4.1%	4.3%	4.6%

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Percent of Officers Assigned to a Task Force, 2-Year Comparison

2012 Average is 1.6% Task Force Officers



Benchmark City Survey - 2012 Data

Percent of Officers Assigned to a Task Force, 5-Year Comparison

2012 Average is 1.5% Task Force Officers

City Name	Authorized Sworn	Task Force Officers	2012	2011	2010	2009	2008	
Alameda, CA	la, CA 88 (0.0%	0.0%	0.0%	0.0%	0.0%	
Bellevue, WA	178	0	0.0%	0.0%	0.0%	0.0%	0.0%	
Boca Raton, FL	193	0	0.0%	0.5%	0.0%	0.0%	0.0%	
Boise, ID	310	1	0.3%	0.3%	0.3%	0.3%	0.6%	
Boulder, CO	173	4	2.3%	2.3%	2.3%	2.3%	2.3%	
Broken Arrow, OK	130	1	0.8%			0.0%	0.0%	
Cedar Rapids, IA	203	6	3.0%	3.4%	3.5%	3.4%	3.0%	
Chesapeake, VA	383	1	0.3%	0.3%	0.3%	0.3%	0.3%	
Chula Vista, CA	236	22	9.3%	10.0%	9.6%	9.6%	8.6%	
Columbia, MO *	160	1	0.6%	0.6%	0.6%			
Coral Springs, FL	205	5	2.4%	0.0%	0.0%	0.0%	0.0%	
Edmond, OK	117	3	2.6%	2.6% 2.6% 2.6%		1.7%	1.7%	
Fort Collins, CO	ort Collins, CO 193		4.1%	4.3%	4.7%	4.7%	4.7%	
Fremont, CA	180	5	2.8%	2.8%	3.8%	2.7%	3.6%	
Garland, TX	323	5	1.5%	1.5%	1.5%	1.5%	1.5%	
Grand Prairie, TX*	234	1	0.4%	0.5%				
Henderson, NV*	389	2	0.5%	0.0%	1.5%	1.5%		
Irving, TX	346	1	0.3%	0.3%	0.3%	0.3%	0.3%	
Lakewood, CO	259	11	4.2%	4.2%	4.3%	3.1%	2.4%	
Lawrence, KS *	147	2	1.4%	2.0%	0.7%			
Lincoln, NE	320	1	0.3%	0.3%	0.3%	0.3%	0.0%	
Naperville, IL	164	2	1.2%	1.2%	1.2%	1.1%	1.1%	
Norman, OK	171	0	0.0%	0.0%	0.6%	0.0%	0.0%	
Olathe, KS	172	2	1.2%	0.6%	0.6%	0.6%	0.6%	
Overland Park, KS	251	5	2.0%	2.0%	2.8%	0.8%	0.8%	
Plano, TX	345	4	1.2%	1.2%	1.2%	1.2%	1.2%	
Richardson, TX	150	3	2.0%	2.0%	2.0%	1.3%	1.3%	
San Angelo, TX	165	0	0.0%	0.0%	0.0%	0.0%	0.0%	
Springfield, MO *	331	5	1.5%	0.9%	1.2%			
Average	225	3	1.6%	1.5%	1.6%	1.5%	1.4%	

^{*} Some Data Not Available and not included in average

Benchmark City Survey - 2012 Data

Full-Time Crime Analysis Units

Authorize City Name Officer		Number of	Analysts ne		Civilian or Sworn	Division of Assignment		Types of Analysis Performed		
	Positions	Analysts	5	icei	Analysts		Tactical	Strategic	Administrative	
Alameda, CA	88	0	0 per	88	0.00	0.00	0.00	0.00	0.00	
Bellevue, WA	178	3	1 per	59	Both	Investigations	Yes	Yes	Yes	
Boca Raton, FL	193	4	1 per	48	Civilians	Support Services	Yes	Yes	Yes	
Boise, ID	310	2	1 per	155	Civilian	Administrative Support	Yes	Yes	Yes	
Boulder, CO	173	1	1 per	173	Civilian	Operations	Yes	No	Yes	
Broken Arrow, OK	130	1	0 per	124	Civilian	Administration - Professional Standards	No	Yes	Yes	
Cedar Rapids, IA	203	1	1 per	203	Civilian	Investigative	Yes	Yes	Yes	
Chesapeake, VA	383	1	1 per	383	Civilian	Investigations	Yes	Yes	No	
Chula Vista, CA	236	4	1 per	59	Civilian	Resource Management (2); Operations (1); Investigations (1)	Yes	Yes	Yes	
Columbia, MO	160	1	1 per	160	Civilian	Operational Support	Yes	Yes	Yes	
Coral Springs, FL	205	2	1 per	103	Civilian	Criminal Investigations/VIN	Yes	Yes	Yes	
Edmond, OK	117	2	1 per	59	Commissioned	Office of the Chief	Yes	Yes	Yes	
Fort Collins, CO	193	1	1 per	193	Civilian	Information Services	Yes	Yes	Yes	
Fremont, CA	180	2	1 per	90	Both	Special Operations Division	Yes	Yes	Yes	
Garland, TX	323	2	1 per	162	Civilian	Criminal Investigations	Yes	Yes	Yes	
Grand Prairie, TX	234	1	1 per	234	Civilian	Investigative Services Bureau	Yes	Yes	Yes	
Henderson, NV	389	3	1 per	130	Civilian	Support	Yes	Yes	Yes	
Irving, TX	346	1	1 per	346	Civilian	Administrative Services Bureau	Yes	Yes	Yes	
Lakewood, CO	259	2	1 per	130	Civilians	Investigations	Yes	Yes	Yes	
Lawrence, KS	147	1	1 per	147	Civilian	Information Services	Yes	Yes	Yes	
Lincoln, NE	320	5	1 per	64	Civilian	Support	Yes	Yes	Yes	
Naperville, IL	164	1	1 per	164	Civilian	Intel	Yes	Yes	Yes	
Norman, OK	171	3	1 per	57	Both	Professional Standards	Yes	Yes	Yes	
Olathe, KS	172	2	1 per	86	Civilian	Investigations and Patrol	Yes	Yes	Yes	
Overland Park, KS	251	7	1 per	36	Civilian	Support Services	Yes	Yes	Yes	
Plano, TX	345	4	1 per	86	Civilian	Administrative Services Bureau	Yes	Yes	Yes	
Richardson, TX	150	1	1 per	150	Civilian	Investigations	Yes	Yes	Yes	
San Angelo, TX	165	2	1 per	83	Civilian	CID	Yes	Yes	Yes	
Springfield, MO	331	4	1 per	83	Civilian	Invest.& Support Services Bureau	Yes	Yes	Yes	

Benchmark City Survey - 2012 Data

Property Unit Staffing

City	Total Staff	Civilian	Sworn
Alameda, CA	1	1	0
Bellevue, WA	3	3	0
Boca Raton, FL	3	3	0
Boise, ID **	5	5	0
Boulder, CO	5	4	1
Broken Arrow, OK	0	2	0
Cedar Rapids, IA	4	3	1
Chesapeake, VA	4	2	2
Chula Vista, CA	3	3	0
Columbia, MO	4	3	1
Coral Springs, FL	3	3	0
Edmond, OK	2	2	0
Fort Collins, CO	4	4	0
Fremont, CA	3	3	0
Garland, TX	7	7	0
Grand Prairie, TX	4	4	0
Henderson, NV	4	3	1
Irving, TX	5	5	0
Lakewood, CO	8	8	0
Lawrence, KS	3	1	2
Lincoln, NE	5	5	0
Naperville, IL	4	4	0
Norman, OK	2	2	0
Olathe, KS	2	2	0
Overland Park, KS	5	5	0
Plano, TX	5	5	0
Richardson, TX	3	3	0
San Angelo, TX	3	2	1
Springfield, MO	4	4	0

^{**} Property Room Services provided by Ada County Sheriff's Office